



★ IN THIS ISSUE: Articles about
★ Westinghouse . . . Boltflex . . .
★ Kaiser . . . Admiral . . . Quaker
Oats . . . Compo.



WOMEN'S PAGES with a NEWS slant

Society with a capital S has, in The Detroit News, given way to news about women's activities in business, in the home, at her clubs. Not only news, but *views* challenge the home-maker and compel *reader* interest, which is translated into *buying* interest for the products advertised to women in its pages.

In the competitive sales era now prevailing, the acceptance by Detroit women of News' leadership in reporting women's activities through these new women's pages, offers a clear channel to successful advertising procedure. Sell the great Detroit market, the most prosperous major city area in America, by employing its HOME newspaper, The Detroit News. It delivers 170,000 more copies to the homes in the Detroit trading area than one paper, and 40,000 more than the other!

444,173—total weekday circulation—again the highest weekday circulation ever attained by any Michigan newspaper.

Largest circulation gains of any Detroit newspaper

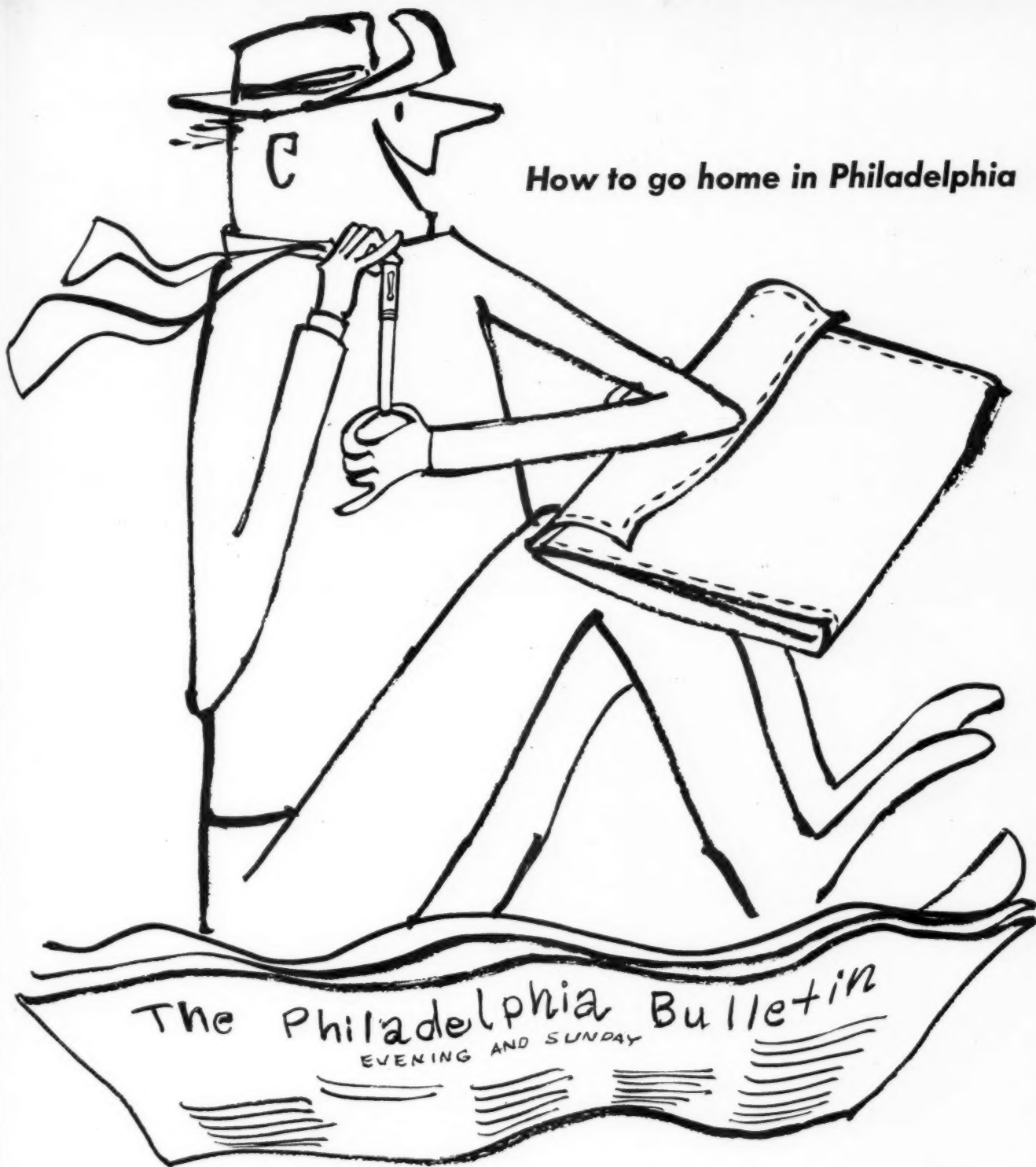
559,675—total Sunday circulation. A.B.C. Figures for 6-months period ending March 31, 1949.



NATIONAL REPRESENTATIVES: DAN A. CARROLL, 110 E. 42ND ST., NEW YORK 17—THE JOHN E. LUTZ CO., TRIBUNE TOWER, CHICAGO 11

Owners and Operators of Radio Stations W J, W J-FM, W J-TV

How to go home in Philadelphia



Go home with The Bulletin to visit four out of five Philadelphia families with your advertising message. The Bulletin is one of the family, you might say. And when you're talking about a trading area of some 4,000,000 people—the nation's third market—this friendly acceptance is obviously important.

In the 6700 block on Vandike Street in N.E. Philadelphia, The Bulletin is read by 38 out of 41 families.

Most buying impulses are born at home. So in the city of homes, use Philadelphia's home newspaper. The Bulletin goes home, stays home, is read by the entire family—evenings and Sunday.

OCTOBER 1, 1949

..... In Philadelphia
..... nearly everybody reads
..... The Bulletin
.....

Sales Management

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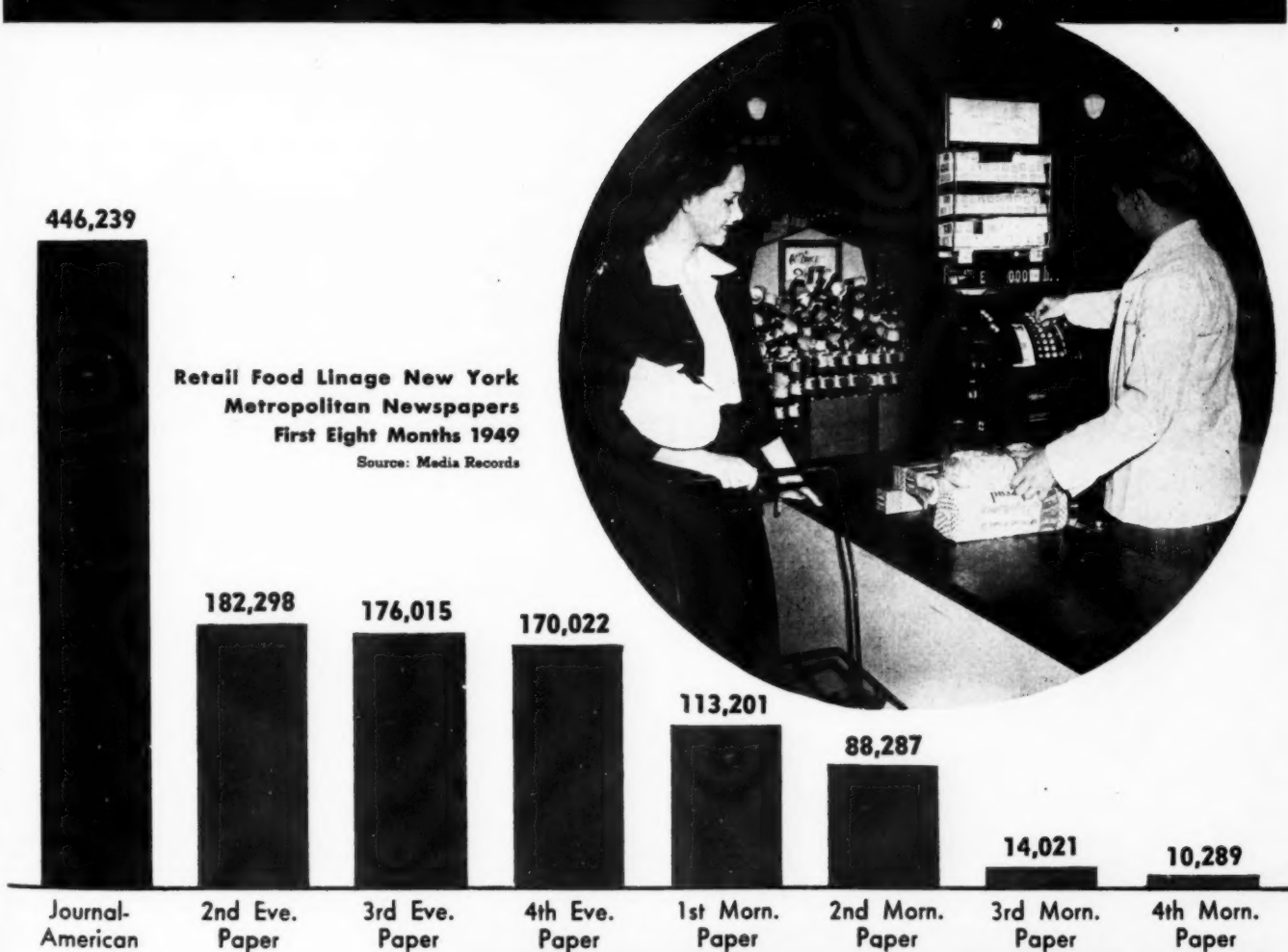
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Over 80% of New York retail food advertising runs in the 4 evening newspapers...of which nearly half appears in the Journal-American



Journal NEW YORK **American**

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

OCTOBER 1, 1949

AUTO FLEET RENTAL

Get Full Particulars On
Reducing Operating Costs

YEARLY CONTRACTS

DALY RENTAL SERVICE

5300 Baltimore Avenue
Philadelphia 43, Pa.



A lifetime Gift your BUSINESS BUILDER!

Here's an unusual business gift that assures lasting good will, appreciation and constant remembrance.

A gift that provides for an instantly accessible indexed record of all personal possessions, large or small.

Invaluable not only to your customers and prospects, but to their families as well, this unique book is loose leaf bound, beautifully printed and hand-somely indexed.

With your name or trade mark imprinted in gold, it will be a lifetime reminder that reflects your own good taste. Mail coupon today for details and prices.

SPECIALTY DIVISION,
NASCON PRODUCTS, INC.
(Division of Eaton Paper Corp.)
60 E. 42nd St., New York 17, N. Y.

LIFE INS.	SOCIAL SECURITY	BONDS STOCKS	BANK ACCOUNTS	DEPOSIT BOXES	BUILDING & LOAN	REAL ESTATE	HOUSEHOLD INVENTORY	GENERAL INS.	MY BUSINESS	AUTOS INS.	TAX DATES	OTHER DATA
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SPECIALTY DIVISION, NASCON PRODUCTS, INC.
Dept. SM-2, 60 E. 42nd St., New York 17, N. Y.

☐ We are interested in the Nascon Business Gift described above.
☐ Without obligation, send the Nascon Catalog containing complete details.

Name
Company Name Street
City State



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October 1, 1949 Volume 63 No. 7



SALES MANAGEMENT



The Eyes of Washington Are On The Star

WASHINGTONIANS read The Star for its advertising as well as its editorial, news, and feature content. Latest proof is Study No. 126, The Evening Star, Continuing Study of Newspaper Reading*: "Both men's and women's scores for readership of national advertising in The Evening Star ranked among the highest recorded to date in the Continuing Study of Newspaper Reading." (One full page national ad zoomed to top position on the all-study list of top ranking Household advertisements.)

In the local category, 12 ads in the survey issue (Jan. 12, 1949) attained sufficiently high readership scores to rank among the all-study leaders in their respective categories; 16 local ads at-

tained high enough Index ratings to place among the all-study leaders based on the Size-Equalizing Index.

For readership, for coverage, for sales in Washington, choose the ad-dominant Star and get results.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by Dan A. Carroll, 110 E. 42nd St., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11. Member: Bureau of Advertising ANPA, Metropolitan Group, American Newspaper Advertising Network, Inc.

* Conducted by The Advertising Research Foundation, Inc., in cooperation with the Bureau of Advertising of the American Newspaper Publishers Association.

Don't leave i

* your business paper ad



GRANTED A BIG ENOUGH schedule in consumer media, any good agency will cheerfully assign their highest priced help to work on the account.

But when it comes to throwing their full weight into a *business paper* campaign, the agency runs smack into some very tough arithmetic.



For the cost of business paper space is so modest, compared to general media, that no agency can afford to pour, say, \$300 worth of top-grade creative effort into an advertisement that pays less than that in commissions.

So the agency can do one of three things:

First, they can employ their best talent on the campaign — and try to recover their loss from another source.

Second, they can grade down the quality of their services, turn the campaign over to their junior brigade, and hope it will be good enough to get the client's okay.

Third, they can give the campaign the full treatment — the best they have in art, copy, merchandising and research — and make up the difference between their commissions and their cost by *charging the client a fee*.

Some of the most successful advertisers we know believe there is only one of these alternatives that makes any sense whatever. And we agree. Without grinding the axe for our agency friends, it seems to us that the *full treatment* — including a fee wherever necessary — is the only attack that is likely to serve the best interests of the advertiser who pays the bill.

it* to junior!

advertising is far too important for anything less than the full treatment

After all, it is the *advertiser* who stands to gain most when he authorizes his agency to give a business paper campaign "the works." For example —

Compare the sales potential of business paper space with that of any other type of media. Although business papers account for no more than five percent of the total advertising expenditure in this country, they tap about fifty percent of the market for our gross national product!

Or, to put it another way, every dollar that the advertiser invests in business paper space taps \$543 of potential business. Every dollar invested in general magazines, newspapers and radio, on the other hand, collectively taps only \$48 of potential business.†

That means that your advertising in business papers goes to market with an eleven-to-one advantage over anything else on the schedule, per dollar invested. Doesn't this one advantage alone make it far too important for anything less than an all-out effort?



Consider also the peculiar *requirements* of good business paper campaigning.

When you're reaching out for the minds of key men in business, industry, trade and the professions, you are exposing your sales message to an audience of experts. In no other type of media is your advertising apt to be read so thoughtfully — or so *critically*.

†APB will be glad to send you a copy of the marketing report from which these figures are derived.

And certainly no other type of advertising demands quite the same mixture of technical comprehension, marketing knowledge and painstaking creative skill.

If you're wondering why ABP is so concerned about all this, the answer is simple: we'd like to see more and more advertisers make more and more effective use of business papers in general, and, naturally, of our favorite publications in particular. To this end we will stick our necks out right here with two suggestions:

1. If you are an agency executive whose clients belong in business papers, have the courage to ask for a reasonable fee if you need it to do an all-out job.

2. If you are an advertising manager who believes in your agency, give 'em what they need to do the job. Forget the relatively low cost of the space, and the usual percentage formulas for preparation costs. Look at your business paper advertising from the stand-

point of the highly selective and profitable selling jobs it can do. Pick your markets and your publications as carefully as you'd plan a consumer campaign, and then "shoot the works" with the best creative resources at your command. The results should make both you and your agency look mighty good in the eyes of management!



★ ★ ★

COPYWRITERS, AGENCY EXES, AD-MANAGERS: If you'd like reprints of this advertisement to pass along to others in your organization, they are available in quantity. Write: The Associated Business Publications, 205 East 42nd Street, New York 17, N. Y.



THE ASSOCIATED BUSINESS PUBLICATIONS

205 East 42nd Street, New York 17, N. Y.



WHO BELONGS TO ABP?

It is an association of independently owned, paid-circulation business papers, audited by the Audit Bureau of Circulations. The ABC guarantees to the advertiser that the publisher will deliver a specified number of issues, for a specific length of time, for a specified amount of money.

WHO BENEFITS FROM ABP?

The member publications themselves, of course. But in addition,

ABP is equally devoted to the interests of subscribers, advertisers and their advertising agencies, who are, in a very real sense, members of the family.

HOW READERS BENEFIT

First plank in ABP's platform is to help its member editors maintain the highest standards of editorial integrity and reader helpfulness. It is this kind of editorial approach that is the very foundation of business paper publishing.

HOW ADVERTISERS BENEFIT

It is frequently said that ABP has done much to raise both the standards and the *effectiveness* of business paper advertising, through wide distribution of such books as "Tell All," "Hit the Road" and "Copy that Clicks," through the annual ABP advertising contest, and through numerous research activities which are supported wholly or in part by ABP members.

The Human Side

OF SHIRTS

Gentlemen: You can now be zipped, beginning with the fly and terminating with the neck. For you travelling men this will be the greatest piece of news since the expense account was inaugurated: There is on the market a shirt with no buttons! No buttons at all . . . no buttons on the front, no buttons on the sleeves, no buttons at the neck. When Mama packs for you she won't have to include that miniature sewing kit, that invention made by men for women to insinuate on other men. Never again, when you're about to address the local Rotary, will you destroy your aplomb via a popped button next to your Adam's apple. Where once were buttons, on *this* shirt is a neat concealed zipper. The shirt looks like a shirt; it feels like a shirt; it is a shirt . . . with a difference.

You can write a mash note, if you like (though they'd prefer your laying in a half-dozen of the product), to The Shirtcraft Company, which dreamed up the idea with no help from Elizabeth Hawes, that crusader for sensibility in men's fashions. Shirtcraft calls its creation Airman Model Z and to show you how the creation was received, New York City's Franklin Simon took a large chunk of advertising space in *The New York Times* urging all men to tear down and grab up the Model Z before they went the way of (and onto) all flesh.

Even the zipper for the Model Z is a special creation—a lightweight, non-jamming job that is, in addition, com-

pletely hidden. The zipper separates at the bottom of the shirt—meshes easily. The cuffs close with fine jeweled snaps. The shirt is easy to wash, easy to iron.

Shirtcraft anticipated no trouble in marketing its creation, but to be on the safe side it has made the shirt with a regular, fused, Windsor widespread and longpoint collars. Bates made the special fabric and it comes in white and colors, runs the gamut in collar size from 14 to 17, and up to 35 inch sleeve length.

Although the shirt only made its debut in September, advance showings brought forth so many orders that work plans had to be revised and Shirtcraft doubled its mill orders. The company is backing up the natural appeal of the shirt with national and local advertising and has talked some of the country's bigger department stores into taking newspaper space on their own.

Shirtcraft says, "We've revolutionized shirts and the shirt business." And to prove it they're collecting fan mail from contented wearers. As one guy succinctly put it: "That shirt's a boon and blessing 'the morning after.' I never *could* get my shirt buttoned until you provided the solution!"

. . . AND TIES

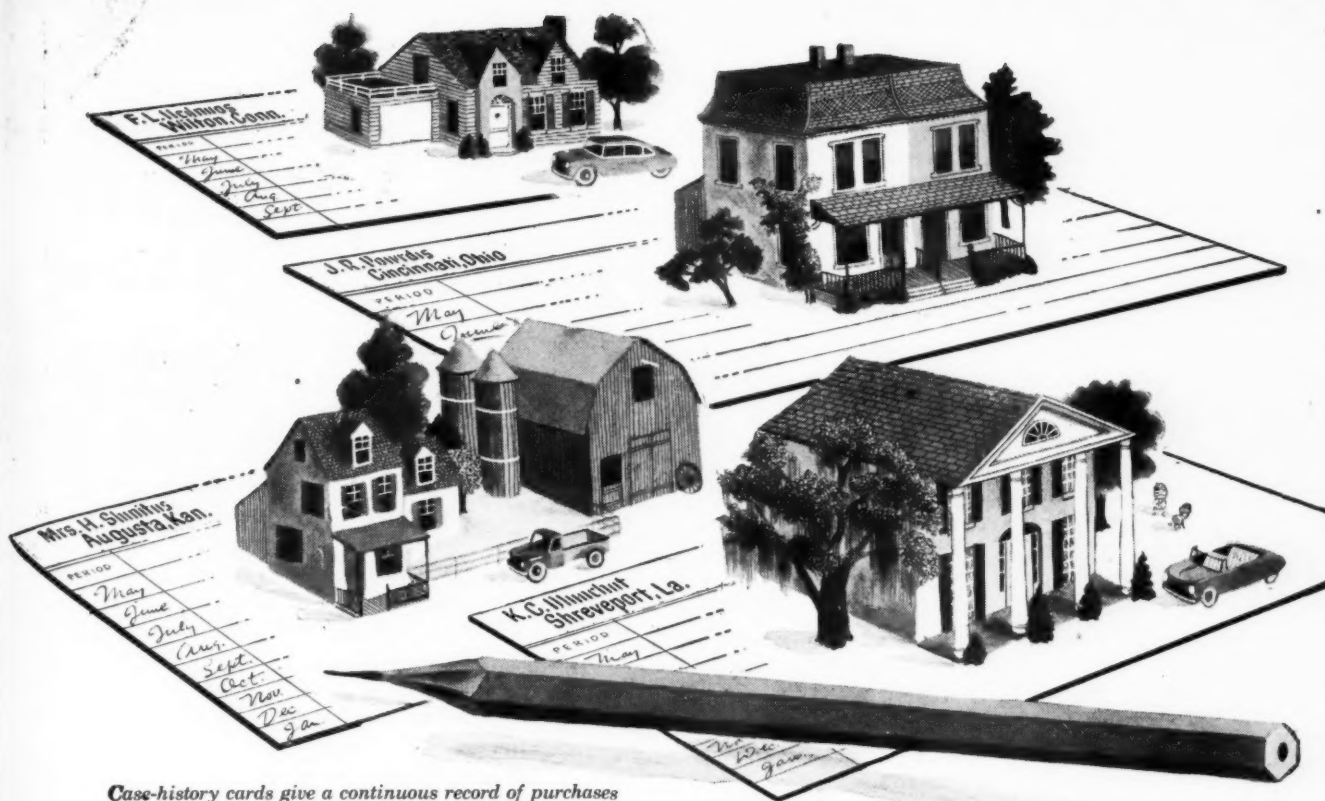
Someone once said, in effect, that Americans are created-snob. They buy "family" portraits when they become successful, they are nuts about Royalty, they—the women, that is—buy cosmetics for the containers embellished with ducal crowns and go for costume jewelry boasting lions rampant or the seal of the Black Watch. This, "someone" decided, was because Americans unconsciously were trying to minimize their humble ancestors. Be that as it may, *Time* recently created 12 coats-of-arms for its readers-classifications and was almost snowed under in an avalanche of publicity.

Time set out to prove, by heraldry, that its readers are the real aristocrats of their particular fields. To do it the magazine set artists to work to design a dozen coats-of-arms for the 12 broad classifications of *Time* readers. The finished products were, naturally, impressive things. But the magazine hadn't anticipated that manufacturers of men's wear would besiege its Rockefeller Plaza citadel for permission to use the designs in creating a new takeoff for milord's wearing apparel. *Time* granted permission, but warned each manufacturer that he wouldn't have an exclusive, and that the designs were available to all comers. But the thing gave *Time* an idea.

The magazine's Merchandising Department went to work on a broadside, aimed at publicizing itself and the men's wear manufacturers which advertise in *Time* . . . To do this it sent out an elaborate and costly promotion piece built around the heraldry theme and offering the key retailer (the one which carried most, among each city's retailers, of the men's wear products advertised in *Time*) suggestions and special material for building a show window around the *Time* reader-heraldry theme.



BOON FOR BACHELORS . . . is this revolutionary shirt, boasting nary a button to pop off at a crucial moment . . .



Case-history cards give a continuous record of purchases by a scientifically chosen sample of 5000 homes

This Miniature America

can help you see behind the totals, to measure sales trends against today's new opportunities

A FAMILY OF TWO in Cincinnati. A family of seven in Louisiana. Other families in big cities and on farms, near the country club and on the wrong side of the tracks...

These families—5000 of them—tell us every month what they bought, where they bought it, what they paid. Sixty thousand written reports a year... cards carrying more than 2,700,000 purchase entries!

That's the way the JWT Consumer Panel brings to life a market story which can be uncovered in no other way.

How is this story used?

Your Sales Manager, for example, can be certain that your product is stocked and moving in the outlets where people are buying most of your kind of merchandise.

Your Merchandising Department can measure accurately (and promptly!) whether deals or premiums actually are attracting new customers... and how many new customers you hold.

Your Product Manager gets an immediate picture of whether the ultimate consumer votes yes or no on your new products, or new packages, or new sizes.

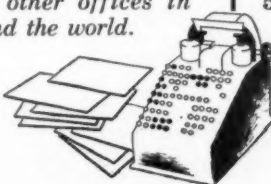
And Management, as the experience of clients has proved, can be warned in time of problems which otherwise might not even have been suspected!

The Consumer Panel is only one of the many unusual services available to our clients. May we tell you more about it? There is no obligation, of course. *J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.* Twenty-two other offices in strategic cities around the world.

The J.W.T. CONSUMER PANEL offers these unique advantages:

1. The base is a 5000-family sample of the whole United States, covering all family types and all marketing areas.
2. The monthly reports from these families are based not on opinion, not on memory... but on FACT as recorded in a daily diary.
3. Every purchase (of the products included) is recorded, and the place of purchase shown... including major chains, syndicate stores, house-to-house, cooperatives, etc.
4. Because the results are a continuous record of the buying habits of the same families, they can be analyzed as case histories... which mirror accurately the facts on repeat sales, results from deals and premiums, etc.
5. This information is available to one manufacturer only in each product field.

Cross-tabulation of figures from the Panel reports gives clients not only exclusive sales facts, but dependable TREND LINES for these facts.



Cluett, Peabody had already run up a line of men's ties, one for each of the coats-of-arms, in six colors, which would be a natural for such a window.

Time made its idea doubly attractive by offering the retailer, free of charge and for exclusive use in his trading area, the display material. The display itself is built around a full-color coat-of-arms-for-modern-man theme with space left for the retailer's own logotype. Then there are five smaller shields which spotlight five key fields of attainment—men who are travellers, sportsmen, executives, home owners, college men.

To make it easier for the retailer, *Time* provides him with sample drawings of windows showing him how to create a window built around, for instance, the Executive coat-of-arms. And to clinch it, the magazine pointed out that 38% of *Time* men own between 20 and 30 shirts. He discards, in case you're wondering what he'd do with another one, 4.5 shirts each year—the fortunate fellow. (We don't discard ours; they merely disintegrate.)

The snob-appeal is carried through with an explanation of the symbolic designs. This is a king-size chart, 12 by 18 inches, which is printed in four colors and carries each of the 12 coats-of-arms. *Time* suggests to retailers that below it be placed a small card saying, "Want to know what the symbols mean? See inside." If the retailer carries the Cluett, Peabody line of coat-of-arms ties he's got the customer in a granny knot after he discovers which design symbol appeals most to the kibitzer. And he can offer him a choice of six colors to clinch the sale. From



COLLEGE GRADUATES . . . will meet their store window counterpart in heraldic displays, made available to retailers by *Time* Mag. business executives get a share of glory.

there on it should be practically painless selling to get customer into a *Time*-advertised suit to go with his tie.

The whole thing has snowballed. Retailers are crying for the display and the only fly in the ointment is the exclusive-to-one-retailer catch. But by using it *Time* makes advertisers happy, and has some good sales leverage for non-advertisers.

"NEWARK'S WHOLESALE GROCERY AREA ranks 12th in retail sales volume, 9th in per capita and 5th in "Quality of Market" among the 184 grocery wholesale areas of the United States."

. . . You will learn that, and a lot more, in Sales Management's Survey of the Food markets of America Nov. 10.

Newark News

. . . where your Newark market dealers look for 79 percent of their grocery store advertising

NEWARK, NEW JERSEY, or O'MARA & ORMSBEE



"Your contributions to the advancement of farming are immeasurable".

JAMES H. DALTON
Massey-Harris Co.

"Your publication is youthful, energetic, attractive and rich in editorial material and sound wisdom".

CONKLIN MANN
The Conklin Mann Corp.

"Wisconsin Ag was a powerful influence in the great record of attainment of its home state".

WALTER H. LLOYD
Kraft Foods Co.

"100 years is a wonderful goal for anyone to attain".

F. M. SIMPSON
Swift and Company

"To have served for a century is a record few publications enjoy".

G. H. EASTWOOD
Armour & Co.

"Prestige and pulling power that can't be measured in dollars".

C. C. BUCHANAN
Buchanan-Thomas

"Our 50 years of advertising have been most pleasant and good".

C. B. SCHMID
DeLavel Separator Co.

BOUQUET FOR A 100TH BIRTHDAY

*from the folks
who know us best*

**We're happy to have earned
the compliments...AND WE'RE
PLANNING TO EARN MORE!**

THE FIRST 100 YEARS ARE JUST A START

- 1849 First issue of Wisconsin Farmer is published at Racine.
- 1850 Editorials praise new reapers and improved threshing machines.
- 1862 Publication fights for better agricultural schools.
- 1907 Begins active support of tuberculin tests.
- 1916 Editors work for cheese factory and creamery inspection.
- 1929 Wisconsin Farmer and Wisconsin Agriculturist merge.
- 1937 Publication supports farm electrification.
- 1938 Assists newly organized Soil Conservation Administration.
- 1949 Wisconsin Agriculturist and Farmer celebrates 100th anniversary with over 200,000 net paid circulation.

WISCONSIN
AGRICULTURIST
and FARMER

Farm Safety First

Winning laurels in the farm paper field has been gratifying . . . but we don't intend to rest on them . . . ever. As we move ahead into the next 100 years we hope to be of greater value and service to Wisconsin farmers and to advertisers alike. We've learned a lot about the Wisconsin farmer in the past century. The sum total of that knowledge and experience is yours to use. Call on us for facts, figures, market potentials, sales help. Use our 100 years of experience to boost your product.

WISCONSIN AGRICULTURIST and Farmer

RACINE, WISCONSIN • DANTE M. PIERCE, PUBLISHER

LOOK SOUTH

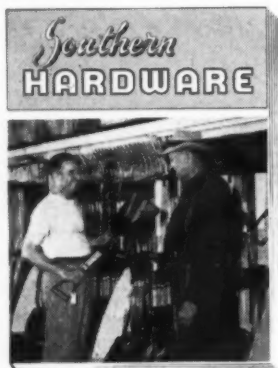
for your most active hardware market



UP AGAIN IN '49

Latest complete figures, covering the first quarter 1949, show Southern cash Farm Income up 5.3% over the same period last year. Rest of the U.S. was down 5.8%.

For more details on your Southern and Southwestern hardware opportunities write for recently published folder, "Look South."



Long range trend, current reports prove this region your most dependable market for profitable sales expansion.

For you who cater to the hardware and farm implement trade, business looks good in the South and Southwest. Farm income, slightly downward in the rest of the U.S., continues upward in the 16 Southern and Southwestern states served by Southern Hardware. See chart and footnote, left.

In consumer buying gains, the Southern market has led every month for the past ten years, according to Dunn & Bradstreet trade barometers. First quarter refrigerator sales were up 28.6% in the South, and down 27.1% for the rest of the country.

Southern wholesale hardware sales in 1948 were more than \$600 MILLION—34% of the U.S. total. This 34% accurately reflects the South's portion of the nation's retail hardware business.

57% of the retail hardware business in the South is in towns and cities of under 10,000 population. With 11,000 circulation monthly Southern Hardware provides the only adequate coverage of the entire market—wholesale hardware, big city retailers, small town retailers, and combination hardware-farm implement dealers. Schedule Southern Hardware and sell thousands of important outlets reached by no other publication in the field.

SOUTHERN HARDWARE

806 Peachtree St., N. E., Atlanta 5, Ga.

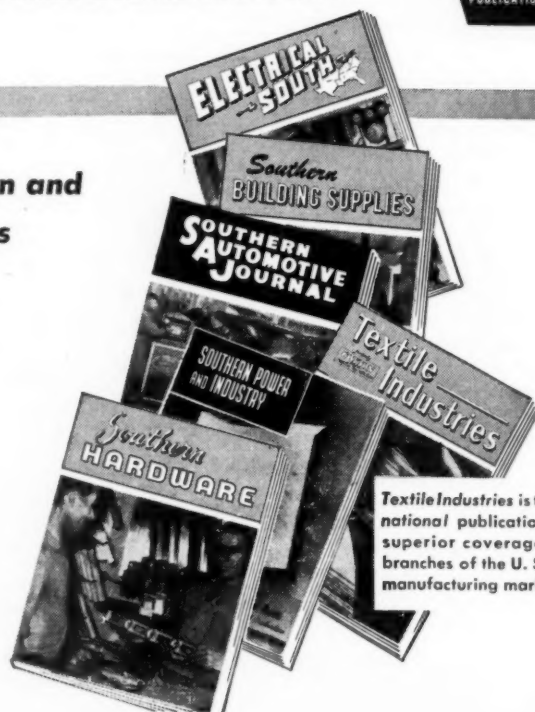


For more rapid development of your Southern and Southwestern sales use the Smith Publications

70.3% of Southern and Southwestern retail stores are in cities and towns of 25,000 population and less. Hundreds of this market's worthwhile industrial plants are in widely scattered smaller communities. To fully capitalize your opportunities in the South and Southwest, your advertising should cultivate the entire market—big city and small. The Smith Publications, in their respective fields, enable you to do this. Use the dominant circulation of these influential publications and reach thousands of prospects you would otherwise miss.

W.R.C. SMITH PUBLICATIONS

806 Peachtree St., N. E., Atlanta 5, Ga.



Textile Industries is the Smith national publication. Gives superior coverage in all branches of the U. S. textile manufacturing market.



*Starting October 9th in the
TOLEDO SUNDAY BLADE*

*Two locally-edited Magazine Sections
...and a brand-new EXTRA Tabloid
Comic Section*

Magazine features will now be concentrated in The Blade's own locally edited color-roto "Pictorial" and in a standard size "Magazine" Section.

The "Pictorial," a big, lively, handsomely printed magazine, and the standard newspaper size "Magazine" will be the *only* magazine sections carried by The Sunday Blade.

Addition of the completely new Tabloid Comic Section will make a total of 20 pages of America's best comics.

It all adds up to a greater Sunday Blade

THE TOLEDO SUNDAY BLADE

Represented by Moloney, Regan and Schmitt, Inc.



*The better to **SELL** with!*

A Close-Up of the **BIG** part of Chicago that's yours in the **Chicago Herald-American**

Let us show you with facts and figures why Chicago's four largest Grocery Chains—the big volume leaders—place nearly 40% of all their food advertising in the Chicago Herald-American.

A quick glance at the following pertinent

facts from a prize-winning market study by Alfred Politz Research, Inc., shows how closely these merchants who are closest to the sales scene have matched their advertising program to the market potential.

38.8% of all women 15 years of age and over in Metropolitan Chicago read the Herald-American.

66.4% of all Chicago Herald-American women readers are Housewives.

4.1 is the average number of persons per Herald-American family while the average for all Chicago is only 3.5.

Add to this big coverage of the family market, the fact that the Chicago Herald-American publishes 23.6% more food news than any other Chicago newspaper, and the influence of the Herald-American on food sales is evident.

For a more complete breakdown of Herald-American readership showing age, sex, family status and employment, write for "Characteristics of Chicago Herald-American Readers".



NATIONALLY REPRESENTED BY THE HEARST ADVERTISING SERVICE

OCTOBER 1, 1949

Coronet

GUARANTEES ADVERTISING RESULTS!

CORONET DELIVERS MOST BUYERS NET PAID CIRCULATION PER DOLLAR

Multiple readership? You know a magazine like Coronet has it! (And independent research findings prove it.) BUT ... maybe you're a bit fed up with the big, fuzzy phantasmagoria of readership claims. Like to start with old-fashioned paid circulation records? Like to continue with the obvious next step—circulation per dollar? You're talking Coronet's language!

	AVERAGE NET PAID A.B.C. Circulation	AVERAGE NET PAID CIRC. PER DOLLAR (based on 4-color page rates)
LIFE	5,317,794	224
S. E. POST	3,873,486	242
COLLIER'S	2,984,434	265
LOOK	2,891,644	241
CORONET	2,568,511	449

Yes! Coronet delivers almost twice as much net-paid-circulation-per-dollar as any of the four other mass-circulation magazines!

INVITATION

to any national advertiser of a worthy product

BUY ONE COLOR PAGE IN CORONET. If it doesn't produce more inquiries (or direct sales) per dollar of cost than the same ad in Life, Look, Saturday Evening Post, or Collier's, then Coronet will **REFUND THE FULL COST OF THE PAGE!**

NEVER BEFORE has a major, mass-circulation magazine dared to guarantee its own advertising power, and the responsiveness of its readers, in such uncompromising terms.

Either Coronet proves to be the most powerful selling force among the great national magazines — "most powerful" as measured by the only direct effectiveness yardstick known to advertising — or your money back. It's as simple, and as revolutionary, as that.

But if you consider buying this page as a gamble, our best advice is: "don't."

We know that we'll seldom, if ever, lose. We have file after file of proof that Coronet's multi-million readers see Coronet advertising, believe in it, act on it.

Why? Because the relationship between Coronet and its readers is something deeply different from that of the entertainment magazines. Yes, and we'd change that "different" to "unique" if it weren't for one other magazine that evokes in its readers the same kind of confidence and loyalty. That one other magazine is, of course, Reader's Digest.

Many magazines—including those fine and respected leaders, Life, Look, Post and Collier's—are "edited for the family." But Coronet and its elder brother, Reader's Digest, almost literally join the American family. They share the family's living philosophy, its innate courage and basic goodness, its automatic reaction to real life stories of inspiration and achievement, its love of America and what we still choose to call the American

Way of Life. Both Coronet and the Digest devote page after page to articles of service to the family. (Did you know that Coronet has a higher percentage of family service pages than most women's service magazines devote to similar articles for women only?)

Both magazines are clean, cover to cover and issue by issue. In this bewildered era of the atom and anarchy, Coronet's outlook on the future of country and home is precisely the outlook of the American family: an intelligent optimism that the people's will to happy and constructive lives will prove stronger than the old, blind urge towards destruction.

People believe in Reader's Digest and Coronet, as they believe in a trusted friend of the family.

They're different magazines because of it.

They're stronger for it.

Reader's Digest does not accept advertising. Coronet does. It does as a duty to advertisers—to give them the benefit of its intimate relationship with the American family. So today, Coronet is the only medium offering to advertisers this intangible but very provable power of reader-confidence.

Today, Coronet makes this daring, unprecedented challenge: prove this unique selling power with your own advertising—on a money-back guarantee.

Today, you can't lose. Today, you can win the most eagerly responsive family market in America, the 2,500,000-circulation market that is Coronet. Today!

**Because it's a
Trusted "Friend
of the Family"...**



**It's Advertising's
Most Powerful
Mass Magazine**

Copyright 1949 by Coronet Magazine

Best Coverage Buy



The Best States!

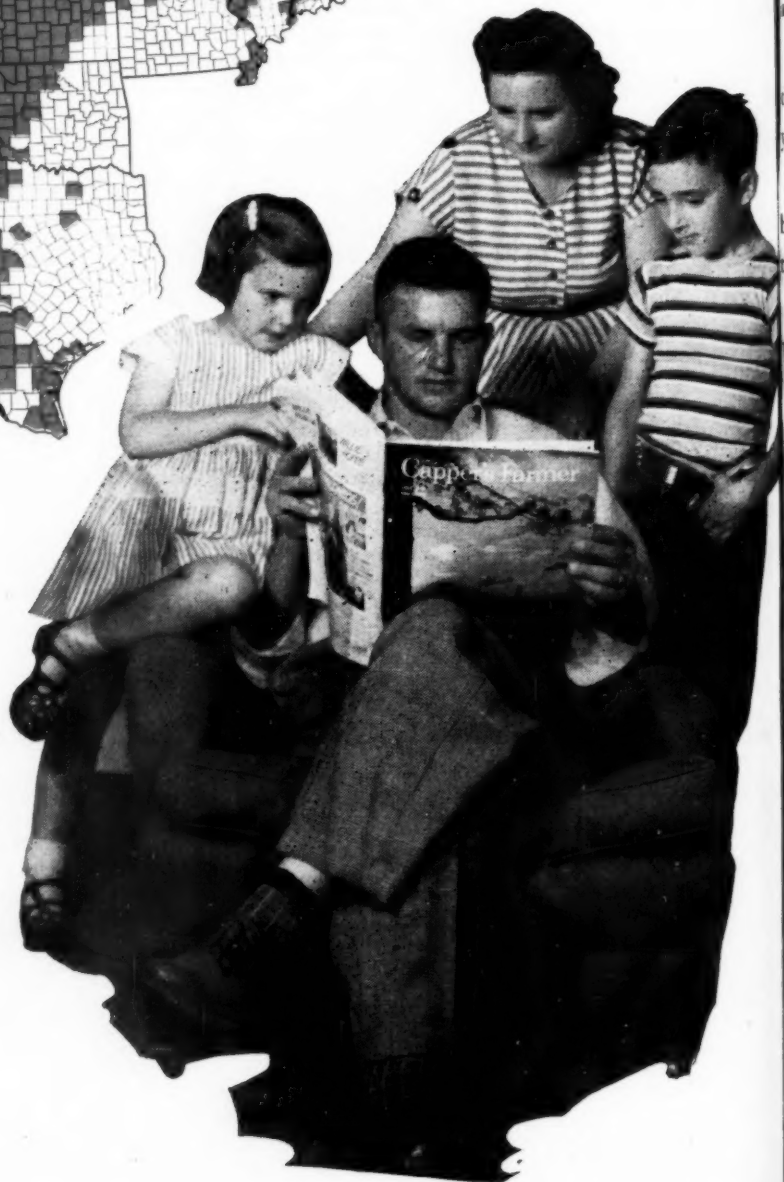
Capper's Farmer concentrates 92% of its circulation in Mid-America. These 15 states alone account for almost 60% of the value of all U. S. farms.

The Best Counties!

Of America's 1410 high income counties, more than 63% are in Mid-America. Capper's Farmer penetrates them more deeply than any other magazine.

The Best Farm Families!

Capper's Farmer subscribers, on the average, are the wealthier farmers even in their own wealthy areas. . . first in capital, first in income, first in buying power.



...one of the Big 10 CAPPER'S FARMER ADVANTAGES!

CAPPER'S FARMER'S BIG TEN

1. Largest rural publisher in America.
2. Richest farm market in the world.
3. Best coverage buy.
4. Quality circulation.
5. No mass small-town circulation.
6. Farm-tested editorial material.
7. Reader confidence.
8. Merchandised editorial content.
9. Market dominated by farmers.
10. Most quoted farm magazine.

How do you measure farm coverage? By area? By counties? By families?

Take any yardstick you wish—you'll find that, dollar for dollar, Capper's Farmer is your *best coverage buy*.

Not only your best single buy, but your best buy *in combination* with any other national farm magazines!

This isn't just a claim. It's all down in black and white—in the new COUNTY COVERAGE STUDY of farm circulations. It shows how to combine farm magazines for most effective coverage in any U. S. farm area. Like to see it? Just ask your Capper's Farmer representative!

No other farm magazine has them all . . . not one!

only Capper's Farmer

Topeka, Kansas

DID YOU SAY LOOSE-LEAF?

If Your Binder Problems Involve:

CATALOGS—THE HEINN COMPANY can equip yours to do a real selling job by making it distinctive, easy to pick, easy to use, with either ring or post mechanisms, designed to your sheet or bulletin specifications.

SALES MANUALS—THE HEINN COMPANY can help keep yours alive with a loose-leaf binder which preserves sheets in their original freshness, keeps them from tearing out or becoming dog-eared, yet makes it easy for obsolete material to be replaced.

PRICE BOOKS—THE HEINN COMPANY can provide the binder in any size ranging from 3" by 5" on up, which will enable your salesmen to spot correct price information in a minimum of time, eliminating confusion from a most important part of their sales presentations.

PROPOSAL COVERS—THE HEINN COMPANY can dress yours in gold on the finest leather, gold, silver, or vivid colors on smart imitation to give your proposal the tone of highest quality, the personality, stability, and force inherent in your trademark, the aura of better business.

SALESMEN'S EQUIPMENT—THE HEINN COMPANY makes SALESMEN'S BINDERS with capacities ranging from 1 1/4" to 10", bound in the finest calfskin or top grain cowhide, sturdily constructed for rugged field use, and as easy to operate as a pocket note-book; SALES-PACS and ZIPPER CASES your salesmen will be proud to carry, built with zippers that won't tear loose, handles that won't pull off, capacity that won't crowd material, and top grain leather that won't show hard use; PHOTO PAC KITS and E-Z FOLD EASEL BINDERS with ACETATE ENVELOPES for visual presentations; and CELLULOID INDEXES in striking colors or plain for any loose-leaf binder in which material must be classified.

HEINN
MILWAUKEE



Originators of the Loose-Leaf System of Cataloging

For Further Information on Heinn products write on your company letterhead to THE HEINN COMPANY, 326 W. Florida St., Milwaukee 4, Wis., and ask for the new HEINN MANUAL OF LOOSE-LEAF BINDERS, a valuable and interesting pictorial guide you will want to keep for reference.



BY T. HARRY THOMPSON

Hail, October, bride of Autumn, with your robes of russet, your hair of gold, and your boudoir-incense of burning leaves. Welcome in the wake of the meanest Summer the mind of man, or the calibrations of Taylor instruments, can remember.

Before Summer's end, incidentally, Dick Dickson reported a sign on a struggling lawn in Chicago: "Your Feet Are Killing Me!"

There's nothing like understatement to create confidence. I found this blushing violet on a carton of Blue Ribbon Brand furniture-polish: "The best in the world."

The French Line, bidding for some of its pre-war prestige, tells you to "Savor evenings scintillating with Continental verve." Continental verve! I'd almost forgotten. Who remembers Foyot's, and pressed duck, and Napoleon brandy with its bluish flame hovering above the snifter Monsieur Garcon is twirling in his sensitive hands?

About half way between CORinne and WawaSET is the country-place of Reader Jack Scheetz, who wanted to name it "Corset," until a friend suggested an accompanying line: "You will enjoy your stays here." With no two-way stretch of the imagination, I might add.

The Worcester Evening Gazette says the new Dorchester (Mass.) trolley-coaches are so quiet, you can hear a pedestrian drop.

I also liked this quote in the St. Albans (W. Va.) Advertiser: "Usually, incompatibility results when a husband loses his income, and a wife her patability."

Headline for a topcoat ad: "Snappy Days are Here Again."

Based on a speech she had given, Dorothy Dignam is out with a book on "How to Land that Advertising Job," with an introduction by Grace Beneke. It lists 77 categories of jobs for women. If you want a copy post-paid, send 50c to Advertising Women of New York, Inc., 1233 Sixth Avenue, New York 19.

If I were selling fluid milk, I'd devote some of my space to the promotion of dry cereals, recommending that they be literally *drenched* in fresh milk, ivory and cool. Ever notice how the tide goes down in the bottle when you pour milk on cereal?

HEADLINE PARADE

How to keep appointments from becoming *disappointments*! — *The Pullman Company*.

The Highlight of Twilight.—*Kentucky Tavern Bourbon*.

You'll think the fuel-gauge is stuck! — *Packard*.

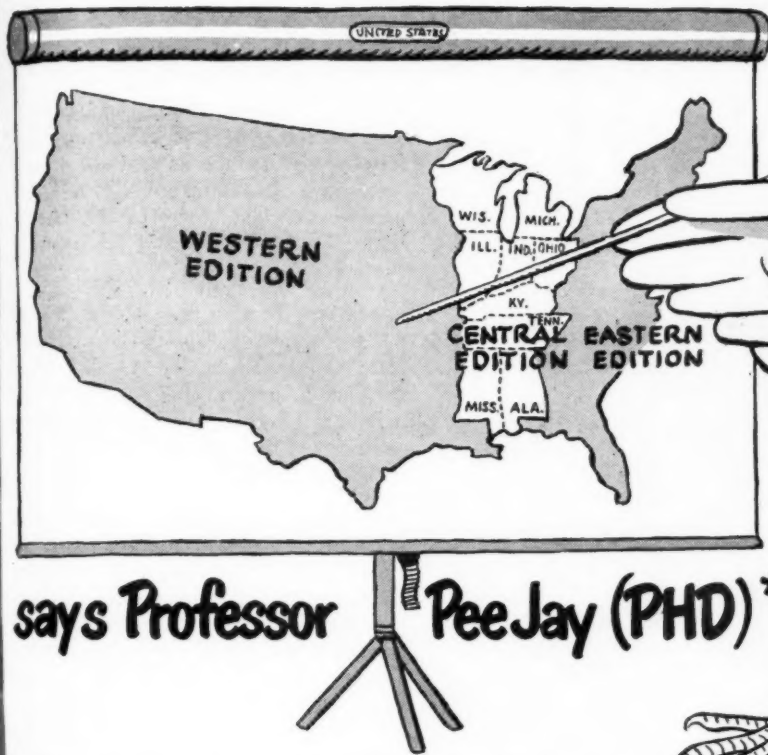
"J." of Hartford (no further identification), says to tell Tessie the way they had it in Connecticut last November was: "Silks and satins with Truman and Bowles."

An anonymous contributor from Duluth had fun with a circular letter aimed at selling him a handbook of business-ideas. With a red pencil, our correspondent made some amusing comments beside certain paragraphs. For example, beside the sentence, "You will be my guest for 10 days—10 days during which you can look through these ideas entirely without charge or obligation," he wrote: "Can I bring the wife & kids?" And to the clincher, "Otherwise, just return it and pay nothing at all," he added: "That's white of you!" We've all had the urge to edit some of these direct-mail promotions. *The New Yorker* magazine usually reprints an opening paragraph and heads the item: "Letters We Never Finished Reading."

During the hot spell, I found at least one Philco dealer still using my old air-conditioning line: "Why summer in Summer?"

Tip to middle-agers who are fighting their own Battle-of-the-Bulge: Hold yourself to *one* slice of bread a day. Those carbohydrates, Pal, are delicious but deadly.

"SELECTIVE COVERAGE to fit your sales problem..."



says Professor **Pee Jay (PHD)***



QUESTION: "What are the advantages of Pee Jay's three territorial editions?"

ANSWER: American Poultry Journal pioneered this service, offering three territorial editions as shown above in Pee Jay's map, to aid the advertiser who desired a select field for his products. As an advertiser you can buy a media that is "custom tailored" and especially edited for your desired locale. Because of volume production, as part of a national publication now celebrating its 75th year, each territorial edition has editorial excellence no smaller publication can afford to match. However, local color is introduced in each edition to interest readers with special problems.

You can buy one, two or all editions with the complete coverage reaching half a million high-income farmers and poultry raisers. "Sharp shoot" your message to hit the target you select—with American Poultry Journal, the voice of the Three Billion Dollar Poultry Industry.



QUESTION: "How can Pee Jay benefit advertisers in the Eastern Edition?"

ANSWER: The Eastern Edition of American Poultry Journal covers all the states bordering the Atlantic Ocean offering more than 160,000



QUESTION: "What does Pee Jay offer Central Edition advertisers?"



ANSWER: The Central Edition of American Poultry Journal covers nine states. More than 160,000 poultry raisers read it, and more than 90% of them are in the 6 northern states. Advertisers whose main trade area falls within these states can advertise in the Central Edition with profit because they can concentrate their efforts at a low cost in an area where 21.6% of all eggs (more than 40 million cases) are produced a year.



QUESTION: "Why can Pee Jay best serve Western Edition advertisers?"



ANSWER: 42.7% of all chickens are raised in the Western Edition states. The best advertising medium for reaching the poultrymen who raise these chickens is the Western Edition of the American Poultry Journal. The Western Edition covers all states west of the Mississippi River. Most of the 160,000 A.B.C. circulation is concentrated in the West North Central and West South Central states.

*PHD Means POULTRY HATCHES DOLLARS

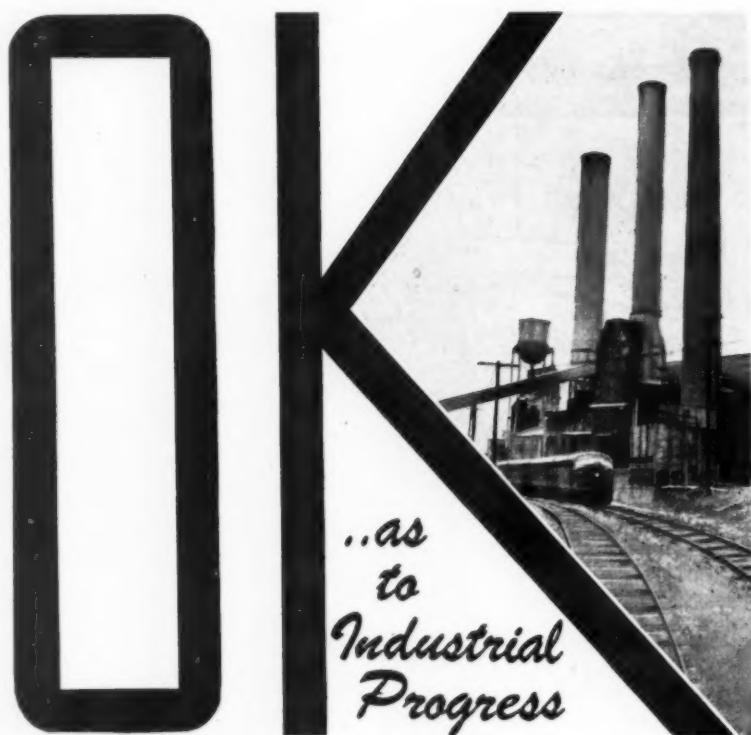
American
POULTRY JOURNAL
536 So. Clark St., Chicago 5, Illinois

THE VOICE OF THE 3 BILLION DOLLAR POULTRY INDUSTRY

ADVERTISING REPRESENTATIVES

New York—W. A. Barber & Assoc. 55 West 42nd Street Phone Longacre 4-6630
Detroit—Hil. F. Best 131 W. Lafayette St. Phone Woodward 2-7298
Minneapolis—J. P. Maloney Co. 1019 Northwestern Bank Bldg. Phone Atlantic 2229
Los Angeles—Robt. W. Walker Co. 684 S. Lafayette Pl. Phone Drexel 4388

OCTOBER 1, 1949



While primarily located in one of the very greatest and most prosperous agricultural sections of the country, St. Joseph is known for the diversification of its industries and its wide wholesale and jobbing market.

Located in the CENTER of the NATION . . . with river and air TRANSPORTATION as well as rail and highway . . . St. Joseph is the gateway to the west in 1949 as it was in the Gold Rush of 1849.

Some of the larger employers are Armour & Co., Swift & Co., Dugdale Packing Co., Goetz Brewing Co., Quaker Oats Co., Smith Bros. Mfg. Co., Ely-Walker Mfg. Co., Sun Mfg. Co., Noma Electric Corp., Terminal Warehouses and Mokin Produce Co., Chicago, Burlington & Quincy, Western Tablet Co., Tootle Dry Goods Co., C. D. Smith Drug Co., Wyeth Hdw. & Mfg. Co., and Whitaker Cable Corp.

St. Joe, Mo.

ST. JOSEPH NEWS-PRESS
(EVENING AND SUNDAY)

St. Joseph Gazette
(MORNING)



Incidentally, I could put my back into selling air-conditioning. A few people, like President Truman, profess not to like it. I think the place for *heat* is under boilers and saucepans, not under human beings.

To finish with the subject for the well-known nonce, Bert Angell, of Universal Dishwashing Machinery Co., Nutley, N. J., spotted this hand-lettered sign on the window of a small restaurant in Chicago: "Food Prepared as You Like It. Air-Conditioned."

Starting in Camden, N. J., if I remember correctly, the drive-in theater idea has spread rapidly. It's an experience I haven't had. Maybe the drive-ins haven't done a good job of selling. On me, that is.

Speaking of movies, I can't help staring at well-dressed people in church who drop a dime or a quarter onto the collection-plate . . . a sum that wouldn't take them into a neighborhood theater. Can you short-change the Recording Angel and get away with it?

NIT—"Would you take the word of a real-estate man?"

WIR—"Sometimes, but he's better known by his deeds."

A tent-card on my table at a local road-house says Lowenbrau Muenchener ("Imported from Bavaria") has been "Famous Everywhere for Over 550 Years." World's oldest brand-name?

I learned to drive a right-hand Buick in 1913, but never, in all my years behind the wheel, have I seen so much *bad driving* as now, in 1949. How do these Mongolian idiots get licenses?

A later post brings this from Jack Scheetz: "Blake & Johnson Company of Waterville, Conn., manufacturers of metal fastenings such as nuts, screws, bolts, and rivets, came up with this one, apropos of their century of business-experience: 'The first hundred years are the hard test.'"

BERT—"You should see the line of people waiting for free glasses in London."

MYRT—"A sort of Eye-Queue."

Keyhole-columnists are like bulldozers: Never happier than when they're spreading the dirt.

*Plug that hole in
your Sunday Coverage!*

HERE'S A *Tested*
**SUNDAY
MAGAZINE
SECTION**

that gives you
MASS COVERAGE
in the rich Oklahoma
Market!

*...and it's the only
one that does!*



*TESTED for over a year
by local advertisers with
outstanding results. Ask
a Katz man for the story.



Look AT THE BOX SCORE!

THE SUNDAY OKLAHOMAN	238,435
METRO MAGAZINES	12,622
AMERICAN WEEKLY	7,822
PARADE	3,693
THIS WEEK	904

Oklahoman & Times circulation from publisher's
statement to A.B.C. for 6 mos. ending March 31, 1949.
Sunday supplement circulation in Oklahoma from
latest available published figures.

238,435
FAMILIES EVERY SUNDAY
read The Daily Oklahoman

245,518
FAMILIES DAILY
read the Oklahoman & Times

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

The Oklahoma Publishing Company: The Farmer-Stockman. WKY-AM-FM-TV, Oklahoma City

REPRESENTED BY THE KATZ AGENCY, INC.

THE WALL STREET JOURNAL

HEADLINES

Steel Freight Costs

All Steel Industry Will Again Pay Freight Bills If Congress Approves

Some Small Makers Already Absorb Shipping Costs, But Big Ones Hold Off

Sharper Competition Ahead

Steel makers are ready to return in droves to the practice of helping pay the cost of their wares from their mills to

from Congress

W
Business
WAGE this
makers
tries, F
profits,
spending
economic
adopted by
at a state
C.I.O. union
appliance, r
tries are p
for ne
ann
well,
high



and HEADLINERS

Hiland G. Batcheller
President
Allegheny Ludlum Steel Corporation

"We could not produce stainless and other steels at a reasonable price to our customers or at a profit unless we were able to plan for tomorrow and for next year with a considerable degree of success. Such planning requires that we know all that we can know about the many factors that affect business. To gain this understanding of business I turn to The Wall Street Journal."

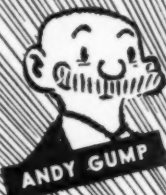
H. G. Batcheller

Steel is basic and so is business information. With reliable, comprehensive and up-to-date information of business happenings and trends businessmen can plan intelligently and confidently. The Wall Street Journal provides this. That's why more than 233,000 businessmen — from assistant department heads on up to presidents of companies located all over the United States — are regular readers. If you sell to industry you should advertise to these people through The Wall Street Journal.



Published at
44 Broad St., New York 4
911 Young St., Dallas 2
415 Bush St., San Francisco 8

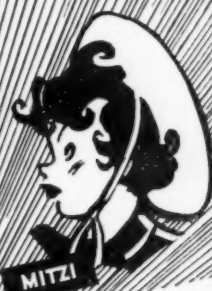
The Only National Business Daily



ANDY GUMP



THE TIMID SOUL



MITZI



THE SPIRIT



DICK TRACY



SUPERMAN



ARCHIE



BUCK ROGERS



AGGIE MACK



JACK ARMSTRONG



PETER RABBIT



TEX AUSTIN



CYNTHIA



THE SAINT



BRENDA STARR



TERRY

THE MOST EXCITING *Comic Package* IN PITTSBURGH

You'll "click" in the comic pages of the Sunday Post-Gazette. Greater names, and more of them, than in any other Pittsburgh Sunday newspaper. Test it, and you'll say it's Pittsburgh's biggest bargain buy.

TABLOID PAGE Full Color.....\$539
STANDARD PAGE Full Color.....\$882

Sunday

Pittsburgh
POST-GAZETTE

Represented Nationally by Moloney, Regan & Schmitt, Inc.

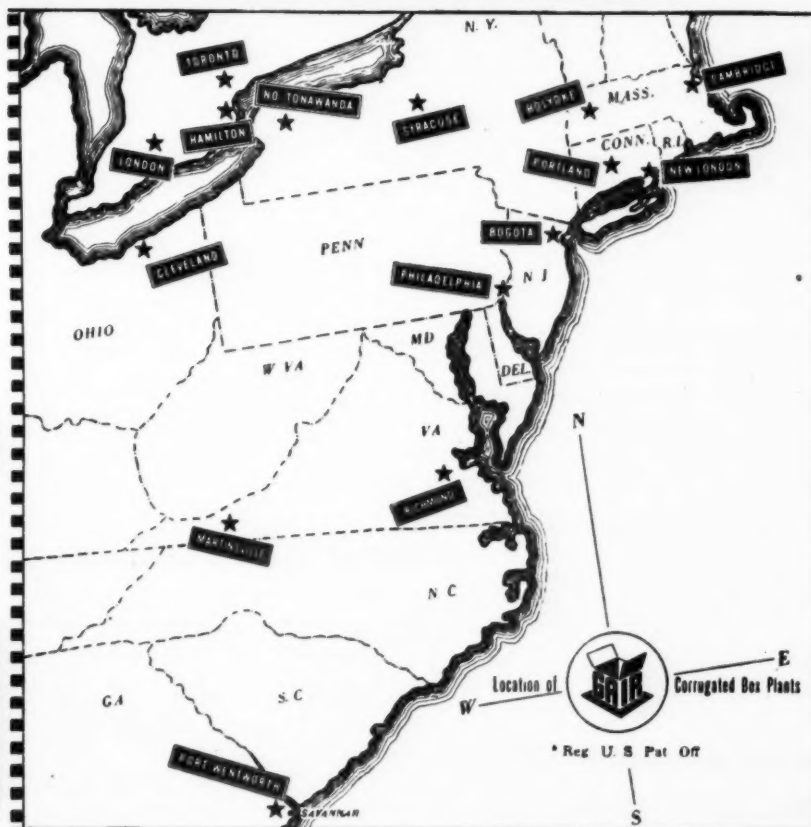


Write for free copy
Sealing of Corrugated
and Solid Fibre Containers or Containers
Handbook.

R CORRUGATED BOX SERVICE IS ASSURED BY GAIR'S NEIGHBORHOOD PLANT LOCATIONS

INSONO, GOLD MEDAL, JACK
ROST and many other famous
products go to market in ROBERT
GAIR Corrugated Shipping Contain-
ers. These fast moving household
products demand the utmost in con-
vener service, precisely...

TECHNICAL COOPERATION... in the creation
of new ideas for better shipping containers.
TECHNICAL ADVICE... on advanced methods
of sealing containers.
TECHNICAL INFORMATION... on relative mer-
its of corrugated, solid fibre, jute and kraft.
SHIPPING SERVICE... comparable to having a
Gair Plant in your own back yard.



ROBERT GAIR COMPANY INC.
NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS • SHIPPING CONTAINERS

e copy
corruga
bre Co
Contain

PRO
UGA
ED



FACTUAL EVIDENCE—

*Sales Producing
inquiries!*

"You will be pleased to know that our ad placed in your publication pulled many more inquiries than any of the other four trade papers."

G. T. Getsinger
Transport Cooler, Inc.
Farmington, Mich.

"As a result of the small advertisement I am running regularly in your publication, I have been simply swamped with business. . . ."

L. L. Hamilton
Oklahoma City, Oklahoma

"... 250 inquiries from all over the country ... best results from any magazine. . . ."

W. M. Barr
W. M. Barr Company
Memphis, Tenn.

"The article on industrial flooring in the November issue . . . has brought an inquiry for a substantial requirement of industrial asphalt plank."

L. L. Strombeck
Serviceised Products Corp.
Chicago, Ill.

CCA



These letters are typical of the many that TSN receives each month—evidence of the results advertisers are getting from TSN's 45,000 copy CCA circulation.

All phases of the multiple transportation market are concentrated for you, in one package in TSN—railroads, motor transport companies, barge lines, steamship lines, bus and street railways, taxicab companies, air lines and private fleet operators in industry. If you want the complete coverage or individual segments of the transportation industry, such as the railroads, motor transport companies, etc., or if you want blanket coverage of the entire transportation industry, you will profit by advertising in TSN.

Concrete evidence in the form of sales producing inquiries measures your sales dollars per advertising dollar. To get more promotional impact at lower cost, with more visibility, tell your sales story in TSN each month. Write now for the latest market data.

TSN, now in its fifth year, is affiliated with the Traffic World, a \$20 a year ABC transportation news weekly, founded in 1907.

Transportation Supply News

418 S. MARKET ST., CHICAGO 7, ILL.

New York 17—122 East 42nd St.

Seattle 4—618 Second Ave.

Los Angeles 14—1709 W. 8th St.

San Francisco 4—Russ Bldg.

WASHINGTON BULLETIN BOARD

TREASURY

► For years people have noticed that Commerce Department's state by state tables on personal income failed to correspond to income tax returns. But, at the request of the Treasury, the various departments have undertaken a little market analysis for tax potential.

The first step was the interagency committee, on which a half dozen or so bureaus are represented, although only Commerce and the Revenue Bureau are directly interested. At this point committee members are doing the preliminary fussing: comparing definitions in the respective returns, seeing how much of the discrepancy can be accounted for semantically, etc.

Unofficially, Government statisticians did all this on their own time long ago. They found that after making allowances for different methods, Commerce and Revenue Bureau figures were far apart. In time, the same thing will become an official discovery.

At that point, the Revenue Bureau contemplates shifting its staff to territories whose taxes are not up to their incomes. At first look tax potential lies in the farm states.

The statisticians say that they won't be up to a state breakdown of discrepancies for a long time. Right now they are dealing only with total income and returns—making proper allowance for non-taxed military income, social security, veterans payments, etc.

FEDERAL TRADE COMMISSION

► In Richmond Circuit Court, the Federal Trade Commission just won its case against Crown Cork on a charge of price fixing, of which the evidence consisted in part of similar frequent equalization methods for various crown makers.

The court said that freight equalization by itself, or the use of standard crowns alone or just similar discounts might not be evidence of conspiracy. All of them together, even in the absence of documentary proof that people had conspired, are evidence.

FTC lawyers don't think that the case qualifies the Cement and the

Rigid Steel decisions in any important way. They won't depart from their present schedule of charges.

► Lowell Mason tried to get auto dealers to adopt a sales code, the main point of which was to have been an exact statement to customers of charges for insurance, financing, etc. He complained that the charges are loaded and that the excess is split with the finance companies.

The dealers were pretty clear at the initial meeting that they wouldn't accept a code. Several years ago, FTC announced a new policy of working out codes on its own initiative instead of waiting to be asked. It's to be seen whether the Commission will pass its own code around, asking for signatures, or drop the whole matter.

If the code idea is given up, FTC certainly will prosecute. The proposal for the code, it is recalled, came some time after a Congressional investigation of dealers. Prosecutions would be few and any given dealer's chances high.

► A complaint against the Central Soya Co., Inc., in its sale of Master Mix animal feeds reveals an interesting system of granting discounts. Based on volume, dealers accumulate points against which they are allowed patronage dividends to be discounted against future purchases. Franchise dealers are allowed discounts on the points of their non-franchise sub-dealers—a kind of overriding commission. This last feature is held to be discriminatory.

COMMERCE

► The department has been getting queries from British advertising agencies planning to place advertising here for British products. The British have been asking for information about media, etc. They also seemed interested in subcontracting to American agencies. Devaluation of the pound is likely to make British producers more aggressive in this market.

► Paul West, president of the National Association of Advertisers, has accepted the temporary chairmanship



Products advertised in **GOOD HOUSEKEEPING** get more retail support!

RETAIL STORES run more newspaper lineage on products as advertised in **GOOD HOUSEKEEPING** than on products as advertised in any other national magazine.

Here are the figures for the first six months of 1949,

compiled by The Advertising Checking Bureau, Inc.

No national advertising is included. The only ads counted are *retail* newspaper ads that refer directly to merchandise as featured in a specific magazine.

Retail Advertising Linage — January through June, 1949

Totals for all daily and Sunday newspapers in the United States

Magazine Referred to in Product Ads	Lines of Retail Advertising Mention
GOOD HOUSEKEEPING	17,556,114
Weekly Magazine	6,857,569
Shelter Magazine	271,563
Women's Service Magazine—A	528,283
Women's Service Magazine—B	155,177
Women's Service Magazine—C	149,067

Why is GOOD HOUSEKEEPING first? Because retailers know that women have confidence in the products advertised in **GOOD HOUSEKEEPING** and covered by the **GOOD HOUSEKEEPING** Guaranty Seal.

Actual tests prove that when this magazine name is featured, sales *go up!*

Thus *your* products get extra retail support when you advertise in **GOOD HOUSEKEEPING**.



Women know we give this Seal to no one. The product that has it, earns it.

GOOD HOUSEKEEPING sells goods

The Homemakers' Bureau of Standards, 959 8th Avenue, New York 19, N. Y.



**Reaches More Quad-City
Homes at a Lower Cost!!!**

Check these Cost Figures			Cost per 1,000 Radio Homes in the Quad-Cities*	
	15-minute Program	1-minute Announcement		
Morning, Mon. thru Fri.				
WHBF	\$ 6.30	\$ 2.10		
Station "B"	11.65	4.66		
Station "C"	19.96	7.98		
Afternoon, Mon. thru Fri.				
WHBF	\$ 8.47	\$ 2.82		
Station "B"	8.84	3.53		
Station "C"	18.94	7.58		
Evening, Mon. thru Fri.				
WHBF	\$13.06	\$ 3.27		
Station "B"	10.03	3.01		
Station "C"	19.08	5.74		

*Based on Hooper Station Listening Index, March-April, 1949. One-time station rates as quoted in SR&D.



WHBF

AM - FM

BASIC ABC

Lee Johnson, V. P. and Gen. Mgr.
Affiliate of Rock Island Argus



Arvey Kordel, Inc.
RADIO STATION REPRESENTATIVE

of an advisory committee that will help create an advertising service unit within the Department.

► A seven-page unbound pamphlet "Using Premiums as a Means of Developing Markets" has just been published by the Office of Domestic Commerce, and is available at the Department. It describes, among other things, the various regulations governing premium salesmanship, including FTC's strictures on the word "free". Where the premium is given only to the actual buyer, not to the prospect, the pamphlet suggests such wording as "Free of extra cost," "At no extra charge," "An added value."

► The Department reports a big boom in transparent packaging. The method so popular with food distributors is being adopted for selling clothing, fresh cut flowers, etc.

► If the Census Bureau gets enough money, its housing census will include a question on radio ownership and will also cover television. Other fixtures to be reported include piped water supply, type of toilet, bathtub or shower, heating equipment, heating fuel, cooking fuel, refrigeration, electric lighting and kitchen sink.

The Census hopes to provide more detail on the composition of families than it did in 1940. Since many products are sold to a family rather than to an individual, family composition is obviously vital to market analysts.

► The Bureau is changing its meanings of the terms "urban" and "rural"; in the reports of the 1950 Census the former term will include those living in the fully-built-up outskirts of large cities. In the past, the criterion was not population density but the legal one of whether people lived in incorporated places.

LABOR

► The Department's Wage and Hour Division has proposed new regulations governing white collar exemptions. Until October 10, recommendations for change will be accepted. After that the letters will be reviewed and new rules put forth.

The exemption for outside salesmen is widened to include sellers of such services as window cleaning, laundry, etc.; those who perform the work they sell remain covered. The limit on exempt work that may be performed by outside salesmen remains at 20 percent of the work-week fixed for covered employees. Promotion men who don't sell are still covered.

SALES MANAGEMENT



for
15¢

*you can
talk to*

**1,000
Readers
on a**



Smart advertisers know they simply cannot afford to overlook a national medium which will deliver 1,000 prosperous readers for only 15c! That's why the best names in America—and the best products—are sold on National Advertising Company Highway Displays. This unbeatable advertising buy has proved that the best time to talk to a prospect is on his way to market—90,000 National Highway Displays are doing this job all over America and doing it day and night, thanks to the impact of Scotchlite Reflective Sheeting. Whether you need national, regional or local coverage—your best bet is a program of National Highway Displays—planned, erected and serviced by National Advertising Company, far the biggest and finest organization of its kind in the country.

NATIONAL ADVERTISING COMPANY — WAUKESHA, WISC.

*Reg. Trademark of Minnesota
Mining & Mfg. Co., St. Paul, Minn.

and Scotchlite sells day and night!*
REFLECTIVE SHEETING

OCTOBER 1, 1949

NEWS REEL



WILLIAM H. CURTISS, JR.

Newly appointed advertising and merchandising manager of the Textile Products Division of Owens-Corning Fiberglas Corp., headquarters N. Y. C.

GEORGE E. SIMONS

New national advertising manager, Crosley Division, Avco Manufacturing Co., he will report to V. C. Havens, assistant general sales manager of Avco.

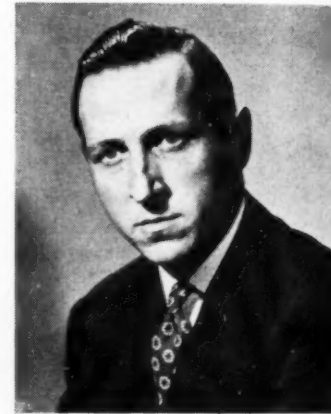


VICTOR M. RATNER

Columbia Broadcasting System vice-president, to be vice-president in charge of sales promotion, public relations, advertising, Macy's New York, Nov. 1.

T. VINCENT LEARSON

Formerly a district manager, he has been appointed sales manager of the Electric Accounting Machine Division, International Business Machines Corp.



WILLIAM M. HANKINS

Recently joined the Owens-Illinois Glass Co. as general sales manager of the Kaylo Division, supplier of building material and insulating products.

EDWARD G. BERN

Has joined Panagra (Pan American-Grace Airways) as sales manager and is in charge of sales throughout the U. S. and eight South American countries.



THE WHITE MOTOR CO.:

Lon A. Fleener (left) former Wholesale Division sales manager, is appointed regional manager for the Kansas City Region. N. O. Gresham (right), replaces him at the home offices in Cleveland.



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Dear Editor...

Power of Display

Editor, SALES MANAGEMENT:

Would there be any objection to our planographing 250 to 350 copies of "Quotas Crash as J & J Salesmen Install Full-Line Fixture Units"? We have been working along identically the same lines with our dealers during this past year, and the article hits our problem squarely in the eye.

Although our distribution plans and market are nowhere near Johnson & Johnson's and the type of dealer we can approach with our merchandising display is fairly limited in number, we believe that the sales possibilities and the sales story are precisely the same as with Johnson & Johnson.

A. P. HENDRY
The Ball Co.
Chicago, Ill.

(No objection whatever. This same story attracted the attention of a number of other companies who are using the article in the same way.—The Editors.)

December Rush

Editor, SALES MANAGEMENT:

We are manufacturers of cough remedies. We have salesmen working the entire year, calling on the retail druggists. However, they have found that it is impossible to work during the month of December because the druggists just do not have time to talk to them on account of the demands made by the Christmas trade.

We are wondering how other manufacturers who cannot call on the trade during December cope with this problem. When do the salesmen working for such manufacturers take their vacations?

L. A. PARKER
Sales Manager
The Glessner Co.
Findlay, Ohio.

(Subscriber Parker's problem is shared by many another company in the consumer goods field. There are two common solutions: Many firms devote December to a sales department housecleaning ... getting salesmen to cooperate on the improvement of sales records, mailing lists, development of quotas for the coming year, and for holding local and district sales conventions. Another idea that is sometimes used to the exclusion of the first, and sometimes in conjunction with it, is to have the salesmen devote their time to working with and for their retail customers instead of trying to sell them anything. Most druggists are overworked during December, and many companies have made a big hit with them by having their salesmen pitch in and help arrange stocks, set up displays, and actually wait on customers. A druggist doesn't forget this non-selling activity when he orders for the following year.

Would any of SM's subscribers like to make additional suggestions to Mr. Parker?—The Editors.)

Tax Crusade

Editor, SALES MANAGEMENT:

We would like to have 5,000 reprints of the article by A. G. Mezerik on "War Taxes Cut Employment, Sales; Congress Should Repeal Them Now." We would like to mail these reprints to everyone on our mailing list with a letter asking them to take action now, by writing to their Congressmen.

J. V. MIKSA
General Manager
Abel & Bach, Inc.
Milwaukee, Wis.

Editor, SALES MANAGEMENT:

I was so impressed by the "pink sheet" on war taxes by A. G. Mezerik that I would like to have reprints to mail to each of the customers on our regular mailing list. This would require 335 copies. . . .

ROBERT M. LEICH
Vice-President
Charles Leich and Co.
Evansville, Ind.

Editor, SALES MANAGEMENT:

. . . you can well imagine my complete sympathy with the purpose of your editorial.

R. M. KANT
President
Hamilton Watch Co.
Lancaster, Pa.

Editor, SALES MANAGEMENT:

. . . if you will send me 10 copies of the insert I will see that they get into the hands of our eight Iowa Congressmen and two Senators.

CARL WEEKS
President
The Armand Co.
Des Moines, Iowa

Editor, SALES MANAGEMENT:

. . . would appreciate 20 copies. . . .

J. H. REDHEAD
President
The Lake City Malleable Co.
Cleveland, O.

("Pink sheet" is now in its fifth printing. For those who were mystified about its color when reprints were delivered: We ran out of pink paper, had to use buff.—The Editors.)

Bull's Eye

Editor, SALES MANAGEMENT:

I was very much impressed with your editorial in the September 1 issue titled "The Sales Executive and Advertising." I cannot recall having read a finer piece of educational material directed at busy sales executives, and would like very much to bring it to the attention of several hundred of my good customers.

Will you please advise me whether reprints are available . . . 400 copies? I will send such reprints out with a personal note to 400 key sales executives in the aviation industry. If reprints are not available, I would appreciate permission to photostat the editorial. . . .

Congratulations again on an excellent editorial.

STEPHEN R. KENT
Director of Advertising
American Aviation Publications
Washington, D. C.

(No reprints available, but Reader Kent has been given permission to make his own.—The Editors.)



"My husband's a very timid salesman, Mr. Smith . . . come on, darling!"

What Kind of Government Ahead?



As it looks from here, either of two trends in government may be in prospect for John Citizen, U.S.A.

He may see a tendency to return to Emerson's "the less government we have, the better—the fewer laws, and the less confided power." Or he may join in the current world trend to government which takes more and more care of the governed.

On October 24, 25 and 26, at the Waldorf-Astoria, the New York Herald Tribune Forum will report, discuss and analyze "What Kind of Government Ahead?" It is a problem that challenges every thinking citizen.

Both major parties, delegates representing the voting public, and world leaders will be called upon at this Forum to suggest how to transform the drift toward political apathy into political vitality.

The proceedings, in full text, will be published in the Herald Tribune Forum Section on Sunday, October 30 . . . and the Section will be sent to Government officials, Cabinet officers, Congressmen, national, state and community leaders, educators, students and re-

searchers—as well as to the Herald Tribune's regular 700,000 audience. It will have heavy extra circulation in schools and colleges.

* * *

Have you something to say about your organization's place in the national economy? . . . your institution's beliefs regarding the relations of government and business? . . . your company's convictions concerning the American political system?

Here will be the place to say it.

New York Herald Tribune Forum Section

— Closing date: October 24 —



Address all inquiries to the Advertising Director, 230 W. 41st St., New York City 18

SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending October 1, 1949

THIS IS WHERE WE CAME IN

Nowhere else in the world does the pendulum of business confidence swing as widely and as rapidly as here. Remember the time when business men were scared by mounting unemployment, diminishing sales? Why it was all of 60 days ago—about August 1.

Today all is optimism. Maybe it isn't a boom, but it certainly is a boomlet. On September 20 the Westinghouse Electric Corporation placed nine of its eighteen small household appliances on allocation. "The upturn in business since July has eaten up our factory stocks, and production is now behind orders from retailers."

Such evidence of improvement is heartening, but let's not kid ourselves. The pipelines became empty. Now they are being refilled. *Unless the merchandise can be made to move at an accelerated pace to consumers the present boomlet will be temporary and we'll soon be right back where we came from.*

That spells out the need for more SELLING in its various phases, including more and better promotion at the retail level, and a stepping up of consumer advertising.

Paul Hoffman told the New York Sales Executives Club members a fortnight ago, "When sales start going off is no time to let up on advertising. If we meet our responsibilities that is obviously the time to expand, and at this time the expansion of not only the sales effort but the advertising effort here in America is not only significant in the market place; it has political significance

of very great moment indeed, because this recession has started to recede, and if we hit, and hit hard and now, the recession in America upon which the Russians have been counting will not come off, and that part of the Russian hope for a resumed offensive that rests upon collapse in America will be shattered."

Further proof that slow second-quarter sales were caused by buyer unwillingness to buy—at high prices—rather than buyer inability to buy, is to be found in the latest Securities and Exchange Commission report. Liquid savings of individuals in the second quarter were in excess of a billion dollars—three times the savings of the first quarter. Department of Commerce officials predict a new high this year in consumer income—a slight increase over the \$211.9 billion gross of 1948.

FORTUNE ON SELLING

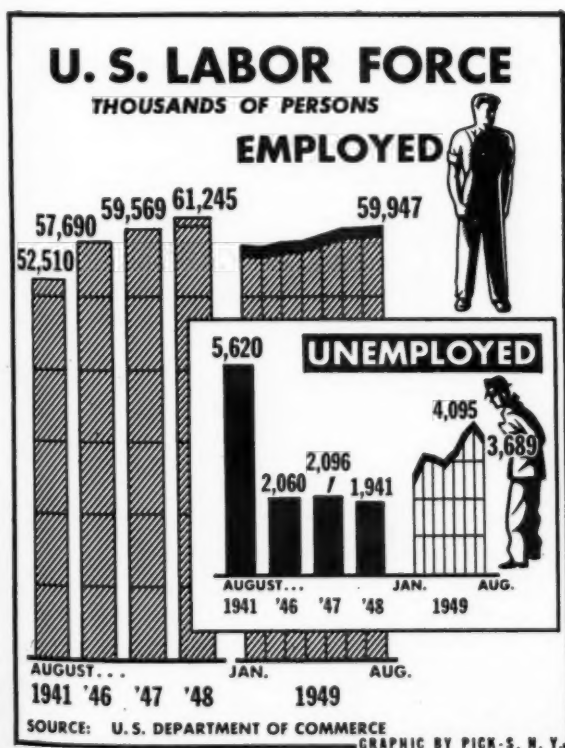
Two feature articles on selling in the September *Fortune* have aroused considerable comment, if for no other reason than that articles on the distribution side of business have been rarities in this excellent monthly, as compared with the space given to production and finance.

The lead feature, "What's the Matter With American Salesmanship?" will not bring any new ideas to the well-informed sales executive, but it should help educate *Fortune* executive readers who are not sales-minded, who have come up through the production, financing or legal ends of business and who, through lack of real understanding about the function of selling, frequently put a crimp in proposed marketing budgets.

The editors do a good job of summing up our present difficulties:

"The American consumer is a considerably different person from the consumer of ten or fifteen years ago. For one thing, his psyche is still badly scarred by depression, and he still demonstrates a stubborn and possibly serious bias for depositing his money in a savings bank rather than spending it. For another, the vast bulk of the population, or at least of the productive population, owns more goods than it ever has before. People take these goods more or less for granted, and find it hard to become as deliriously enthusiastic about the new models as they once did. They also tend more and more to become "optional" buyers, practicing the truism that the purchase of consumer durables, unlike the purchase of groceries, can be put off. Already possessing a fair refrigerator or vacuum cleaner, they tend to postpone the purchase of a new one until the new price or the new model is compelling enough. Already possessing a fair car, they are not so inclined as they once were to turn it in until there is more in it for them than a few minor mechanical or style changes.

"People, in other words, tend more and more to regard the products of factories as utilities rather than novelties or luxuries. The gradual equalization of American incomes certainly has taken much of the glow off buying dear for prestige; and even the obvious ability to buy dear is no longer a mark of social distinction. Keeping-up-with-the-Joneses is distinctly old hat. The well-off housewife who twenty years ago shopped only by telephone now goes to Sears, Roebuck or the A & P. The great secular trend toward standard-



ization, itself a result of salesmanship, is accelerating. The trend has forced the least opulent automobiles and washing machines, like the least opulent people, to resemble more and more the most opulent ones."

To the initiated, the *Fortune* quotation adds up to: the needs of the American people are fairly well cared for. Can salesmanship perform a useful function by creating more wants?

Few if any of those who decry the emphasis on materialism, which they say is created by salesmanship, have any ready answer as to what would happen if the people of the country bought only those things which they needed to sustain life. With selling, imperfect though it is, we keep nearly 60,000,000 people employed.

Without selling, and with factories producing only enough to supply needs, we might have as many as 30,000,000 employed, but more likely the total would be nearer 20,000,000.

SALESMEN AREN'T SELLING

The second article on selling in *Fortune* for September has greater direct value for sales executives. The editors sent a staff member on a two-week shopping tour, well supplied with folding money.

Here are some of his findings: In drug stores, with one chain exception, practically none of the sales people made suggestions. "With most clerks the nearest approach to a suggestion was a closing, 'will there be anything else?'—delivered in such a thank-you-come-again tone of voice as to be useless." . . . In suburbs and small towns 20% suggested something; in New York only 8%. In no Walgreen, Liggett or Whelan store did a sales clerk even suggest the house brands. And so it went with photographic equipment, tires and other high-priced items. Courtesy yes—a lot of it as compared with shortage days—but no salesmanship.

The conclusion he reaches is that salespeople aren't selling because they haven't been sold by the merchant and manufacturer.

If he is right, and I think he is, the article highlights the need for better sales training—at the retail level—on your product, and yours, and yours.

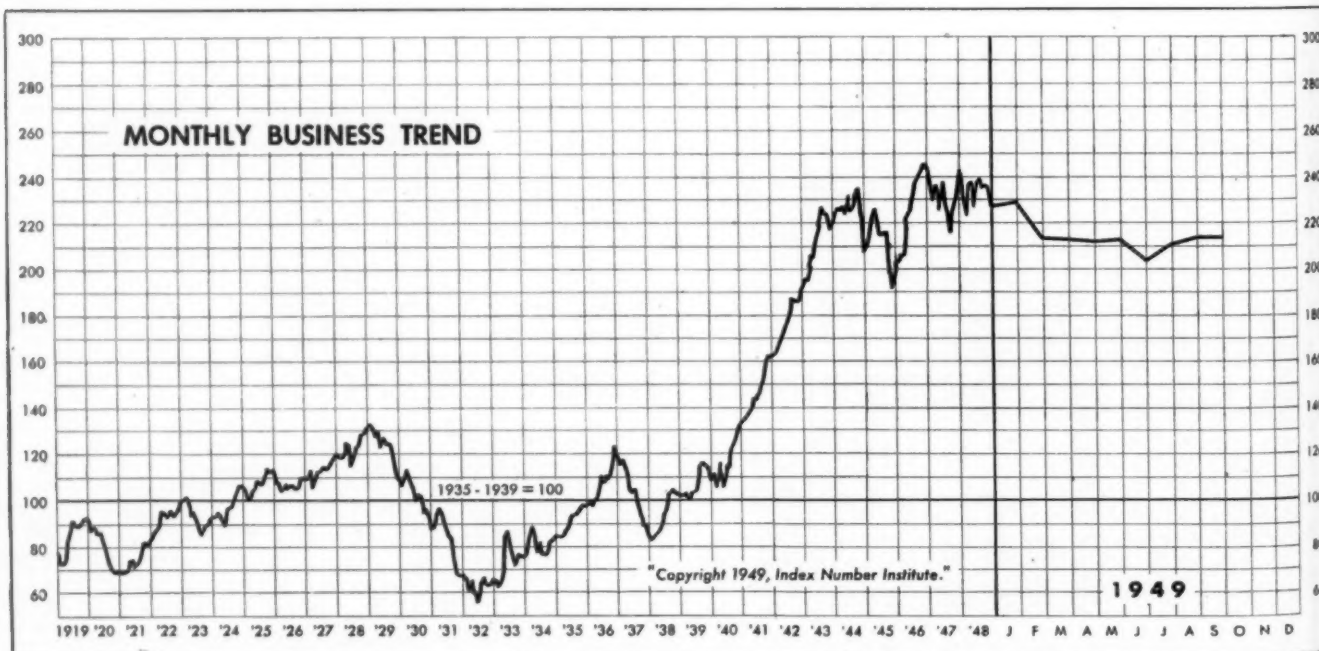
THE BEST \$1.00 WORTH

The National Association of Wholesalers, in cooperation with the American Marketing Association, is responsible for "Wholesaling In Our American Economy," a 220-page special edition of the *Journal of Marketing*. Dr. Howard T. Hovde is the editor who arranged for 29 articles on the subject from men prominent in wholesaling, government and the teaching of marketing.

As marketing authorities study and reappraise the value of wholesaling, they come forth with the conclusion that wholesalers are gaining both in stature and stability. For example, the chapter "Chain Store Distribution vs. Independent Wholesaling" by Dr. N. H. Engle of the University of Washington predicts that chains will never supplant independent wholesalers. The chains have been important for 25 years in drugs and foods, but the proportion of business going to the drug chains maintains a national average of about 25% while the grocery chains have no more than 33⅓% of the total retail volume. It is the adaptability of wholesalers and the insistence of consumers on variety of both products and places to buy which assures a continuing future for independent distribution.

The volume, if put in hard covers and labeled "book," would justify a price of \$5.00, which makes it a wonderful buy at \$1.00. Obtainable through the National Association of Wholesalers, 708 Ring Building, Washington 6, D.C.

PHILIP SALISBURY
Editor



In August 1949, the Business Trend increased 2 points from the preceding month's figure to 213, and was at the same level as in February and March of this year. Moderate gains in both business spending and new orders accounted for the August rise.

The Business Trend will remain stable in September. With new orders continuing upward and a slight decline in business spending, preliminary estimates of the Business Trend for September indicate a figure of about 213.

Gifts and Entertainment— Are They "Necessary Evils" in Selling?

BY LESTER B. COLBY

Must we pick up night club checks, buy steak-and-wine dinners, and spread gifts with a lavish hand at Christmas time as devices for "greasing" buyers? Do these expensive habits belong in business at all? Out of a group of name-off-the-record interviews, SM offers typical responses.*

"We want you to go out," said the memorandum from Headquarters Editorial, "and ask a group of management men what they think of gift-giving, wine-tossing, double-sirloining, double-dipping on the cocktail front, deepfreezing as along the Potomac, et cetera, as a part of routine sales operation.

"Let names be off-the-record. We want honest opinions. We want to know if common sense is coming back in style after the expense-account jag so many firms indulged in during the War.

"We realize that most company policies probably will be found to lie in some middle-ground between no-entertainment-at-all and free-spending at the salesman's discretion. So we're trying to distinguish between the kind of entertainment (or the sort of gift) that is a casual courtesy, and the kind that is over-lavish, in questionable taste, and of highly debatable business value."

After prying for a couple of weeks, talking to executives in a variety of industries—and even to a few buyers, just to balance things out—a fistful of findings rose floating to the top for skimming. There are some verbatim quotes a little later, but, by way of summary, this is the drift of opinion:

1. Expense accounts got as loose as a Mother Hubbard during the wartime cost plus hubbub and immediately thereafter when spending for selling's sake was a farce anyway, inasmuch as you could move anything you had, or might hope to have, at almost any price any time. (The boys then contended they were building good-will for the future.)

2. With porterhouses and tea-bones, cut twice thick, available

mainly at the hideout steaklegging joints, and at prices in keeping with the then current win-the-war-and-who-cares-about-the-cost fever in full blow, it was for a time cute and clever to scatter the company's pay load and what the hell anyway!

3. "Oh, well," said the salesman, every root of every hair in his head burning hot, "After being up 'till 4 a.m. with a customer I'll drop in at the office around noon and see how many orders my secretary has written. Hope there ain't too many, the way deliveries are."

4. "Today we need business. Our men have got to get back to selling. They can't waste time entertaining. Among our men those who entertain the least sell the most. The most of our spenders are gradually being washed out."

5. "If there is ever a question in your mind, whether to entertain or not, never hesitate—do not entertain."

6. "It's time to cut the fancy pants stuff out of selling. We've all got to reduce expenses."

7. "If I were a buyer . . . I'd be on guard against getting stuck with stickers. If a company or salesman, with gifts or lavish entertainment, seemed bent on 'buying' my order I'd begin to get cagey."

8. "If you are going to court the friendship of anyone, go after the solid buyer. He's the man who is more anxious for goods that will turn over fast or ideas that will speed the turnover. I sour on the cut-ups. Their futures often are so brief."

9. "Wartime easy days wrecked our sales force. With big expense accounts, they grew fat dining prospects. After the war they couldn't get going again. We haven't a single one of them left. Instead we have lean men, young and hungry."

10. "It's time to chink up the holes and stop the leaks. The management that doesn't get down to constructive selling, without expensive furbelows, will live to regret it."

The above are just samples—thin slices off the roast. The Report to the Editors follows. Here in better detail is what some of the buzzed had to say:

"Set A Pace—And You Must Maintain It"

Industry: Paper
Officer: SM

I have been watching my men operate for a long time. Some of them like to entertain lavishly. Others do not entertain at all. Those who don't seem to do just as well as those who do. Presents and entertaining are delicate subjects. If I allotted 1% of my personal sales to a fund for entertaining I would spend \$50,000 a year. I spend far less than one-tenth of one per cent of that. I give no presents.

If, for example, you think of giving a buyer a case of liquor for Christmas, stop and ask yourself this: "Can I afford to give him such a gift every year for 20 years?" Start it and he will expect it, and if you stop you



* See Comment, page 152.

will do more harm than the gift did good. In the matter of entertaining, no entertainment at all is better than too much.

I knew one buyer once who would submit a list to the salesmen who called on him before each Christmas. He would say, "I presume you are planning to give me something. Here are some things I could use."

"What became of this buyer?" was asked.

"He vanished," said the sales manager.

"In general, a good buyer will not accept gifts," he added. "He knows that somehow his company will pay for them in the end."

"We Spoiled Our Men— And Lost Them"

**Industry: Paint
Officer: VP**

Wartime easy days wrecked our sales force. Our men became desk jockeys. With big expense accounts, they grew fat dining prospects. Drinking increased the casualties. Little work made them lazy. If we called their homes at 11 a.m. and caught their wives off guard, the answer would be: "I'll call him to the 'phone."

Entertainment came first and business afterward. There was plenty of business, anyway, so why worry. After the war they couldn't get to going again. We haven't a single one of them left. Instead, we have young men, lean and hungry, anxious to go out and get orders.

Out of our experience, we have developed a system which says "No entertaining." Instead of entertaining we tell them to take sales ideas to our customers and their buyers. We deal largely with department stores and larger outlets and we feel that their buyers are more concerned with selling than free meals.

We don't intend to fatten and slow up our salesmen again . . . ever . . . with open-handed expense accounts.

"I'm Sour On Cut-Ups: Their Future Is Brief"

**Industry: Appliance Distributor
Officer: GM**

Entertaining means a lot more than influencing an order. When a hand is out for gifts you also get a measure of the man. A good judge of character can learn more by such contacts

than he can by reading Dun & Bradstreet. This will show what I mean:

1. Does the buyer suggest some expensive night club and insist upon a double sirloin steak with all the trimmings?

2. Does the buyer pride himself on his knowledge of imported wines, the better vintages, and their proper temperatures?

3. Does the buyer drop hints as to what he is "planning to get for his home," a console radio, a television set, et cetera?

4. Does he suggest women and parties?

5. Does he like to go on a bender when in the big city?

These characteristics will give you a line on him. The better play boys usually don't last too long. Don't invest heavily in their friendship. Very likely they won't be around long as buyers anyway. If you are going to court the friendship of anyone, go after the solid buyer. He's the man who is more anxious for goods that will turn over fast or ideas that will speed the turnover.

I sour on the cut-ups pretty fast and one reason is that their futures are often so brief. If the fun-lover happens to be the owner, take a second and third look at his credit. Long years of experience have taught me that the fellow who flies high is likely to come down with a crash.

"It's Dynamite If You Sell To Women"

**Industry: Corsets
Officer: GSM**

We, as a company, are very much set against entertainment. We feel that it is expensive, that it means waste of time, that there can be morning-after headaches and, too, due to the nature of our business, various complications. We instruct our salesmen from the start to be businesslike in their calls; to get in and get out, with the order if possible, and, if they can't get the order that way, it is just too bad.

We presume that in some instances our men will do some entertaining but that is on their own and they've got to stand the cost. Our instructions to them are so pointed that they will not dare to put such costs in their expense account. They'd get called on the carpet sharply and quickly if they did.

We believe that hewing to this line keeps our business cleaner. We think, in the long run, the salesman will do a better job. We don't want our sales-

men night-clubbing, over-eating, over-drinking and otherwise getting themselves out of condition. Our policy is a strict one—don't wine, dine and get on a too-friendly basis with the buyer.

In our business the buyers are mostly women. Over the years I've known of instances, and we'll take it that they were our competitors, where salesmen have lost good accounts because they played around with buyers, stopped playing, and so earned resentment. There's dynamite in free spending if the buyer is a woman. Better don't start it.

"Over-Lavish Gifts Are Bad Business"

**Industry: Dairy Foods
Officer: SM**

In the main we market milk, butter, cheese and ice cream. Our margins run so close that we can give no dividends to the buyers who deal with us. We buy no business—that is, with one exception. Our ice cream division sins with our competitors. We often have to put in a cold cabinet, pay for signs, put up awnings, and so on to open an account. Of course, in the long run, the customer pays because it is added somewhere in his gallonage.

We have strict rules against giving anything of value for Christmas as, let us say, a case of liquor. If we start that, the buyer lives in anticipation and expectation of such a gift year by year. Overlook him and he is grieved. Any Christmas gifts are handled with caution. I think this is a good rule:

If you send a Christmas gift be sure there is advertising on it. Then the recipient will understand that it is promotion, not a personal offering.

Oh, yes, we may break the rule a little bit in favor of a steward in a large hotel or club. But we never give even him anything big.

"We're Cutting Out All The Frills"

**Industry: Paint
Officer: Pres.**

We are tightening up all along the line on expense accounts. This goes for managers and salesmen and it goes for me. It goes particularly for entertainment. We know that a vast amount of carelessness in spending grew up during the war. A lot of it in many lines grew out of "cost plus."



"When you entertain a buyer you are trying to advance yourself in his estimation. When you change a friendly gesture to a gift which establishes an obligation, you are creating a risk. If there is any question in your mind whether to entertain or not, never hesitate—do not entertain. . . . A luncheon is generally a friendly gesture. That's all right. Free-spending is always a risk."—District Sales Manager.

The infection spread everywhere. We are trying to get rid of all that now.

We are cutting out taking our wives to conventions; we are no longer going to borderline conventions; we are eliminating a lot of the shows and gimmicks that cost money but don't contribute to sales. We are impressing these ideas on our district sales managers and we are talking to our dealers about cutting down on needless expenses.

It's time to chink up the holes and stop the leaks. The management that doesn't get down to constructive selling, without expensive furbelows, will live to regret it. I'm setting a personal example to every executive in our organization. It is surprising how many needless expenses can be eliminated if you'll make a good, hard try.

"Bribery Approach Is Sign Goods Are Weak"

Industry: Appliances
Officer: VP

The sensible buyer should be on guard against lavish giving and free

entertaining. Paraphrasing a famous Scottish poet, Burns wasn't it, I quote: "Oh, what a tangled web we weave when first we practice to receive."

With the return of competitive selling who gives? It isn't the manufacturer of fast-moving, nationally advertised, wanted goods, is it? No, the fellow who is most lavish is the one whose stuff isn't moving. It's the salesman pushing less known brands.

If I were a buyer I'd want to be a good one. To be a good one I'd have to be on guard against getting stuck with stickers. If a company or salesman, with gifts or lavish entertainment, seemed bent on "buying" my order I'd begin to get cagey.

This may be putting reverse English on your question and giving you a back-handed answer, but I think it is worth thinking about. If I, as a sales manager, began to bribe buyers I'd feel that they might well start to suspect that my wares were not marketable.

I don't mean that the seller must be niggardly. If I know a buyer real well, if we are friends and have confidence in each other, I may slip him a couple of football tickets, or show

some other courtesy. I might remember him on Christmas but my gift would not be an expensive one lest I lose caste with him. In the end the best gift you can hand to a buyer is sound sales counsel that will speed up the turnover of *your* goods.

"Moderation Is A Safe Policy"

Industry: Appliances
Officer: SM

We have worked out a pretty thorough formula for entertaining contacts in the field. Sales managers and district managers are discouraged in the matter of entertaining distributor personnel under all conditions. This function is carried on mainly by the home office by inviting in principals and sales personnel occasionally, or bringing a meeting to the field.

Under our marketing system the dealers belong to the distributors, so any expense in dealing with the dealers is supported by the distributors.

The company allows a reasonable latitude for factory specialists and district salesmen to do moderate en-

tertaining such as buying luncheons or refreshments for dealers when the factory man goes with the distributors' men to make a call or discuss a project.

The company makes exceptions to ordinary entertainment policy for special departments who go into the field with a program which will procure or activate large dealers. Other types of specially developed outlets or agencies such as architects, builders or utility companies are treated on this special basis.

As in other matters of effectiveness in field operations the propriety of the amount spent is determined by the results and the value of these results in relation to the company's overall business.

"Now We're Stressing Sales Plans"

Industry: Food
Officer: SM

Our men used to spend a lot of money entertaining the bigger buyers. Usually the report would be in two words: "Customer Call." It got so bad we had to yank 'em up hard. Our men are much more active now, more cautious, too. We are stressing sales plans for the customer. In my opinion hard work leaves less time to spend money in entertaining.

"We're Adamant: No Gifts"

Industry: Plumbing
Officer: Dir. of Trade Rel.

We are a very old company. For more than 90 years now we have always had a strict policy of "no gifts." Priding ourselves in our conservatism, we have never let our men run wild on expenses. Oh, yes, maybe we relaxed a little through the war in traveling expenses, as our men, overworked, needed additional comforts. This company has seen too many wars to let one upset its sales operations.

"Our Men Have Learned To Stick To Business"

Industry: Auto Equipment
Officer: SM

Our salesmen call on a large number of small dealers and garages. They don't have time to entertain. Their customers are too busy to be

entertained. A lunch, maybe, or a drink for good fellowship. Our salesmen won't spend \$10 a week each, probably less than half that on an average, for entertaining.

"Free-Spending Is Always A Risk"

Industry: Paper & Pulp
Officer: Dist. SM

When you entertain a buyer you are trying to advance yourself in his estimation. When you change a friendly gesture to a gift which establishes an obligation, you are creating a risk. If there is any question in your mind, whether to entertain or not, never hesitate—do not entertain. Buyers today are more and more becoming technicians. They assume more important places. Many are vice-presidents. They are men of high caliber; men of intelligence. Such men are far more interested in knowing the quality of the product than they are in being entertained or receiving presents. A luncheon is generally a friendly gesture. That's all right.

"We Can't Afford Fancy Pants"

Industry: Paint
Officer: Pres.

Every sales manager, every sales executive, every salesman right now should be trying to cut the fancy pants stuff out of selling. We've all got to reduce expenses.

A Disenchanted Buyer Speaks

Industry: Steel
Officer: PA

Even a luncheon or a dinner can be used as an entering wedge for something else. That's often just the start of a gimmick that turns into bribery later. I've bought my wife more fur coats during lunch hours just to duck luncheon invitations. Heaven forgive me for those lies! My attitude was born when one of my luncheon friends one day began to peel off fat bills. He said something about a "bonus for the order."

"Do you know what you are doing?" I asked him.

He hesitated and gave me a questioning look.

"You are ending a friendship," I said.

He picked up the wad of bills and put it back in his pocket.

I've been on the selling side, too, and have bought and bought—buyers, I mean. One day a buyer suggested a dinner at a fancy spot. I agreed. He then mentioned a couple of friends, fellows "in the office who might do you some good." Again I agreed. We got to the bright and expensive place.

Three beautiful ladies were sitting there, a brunette and a brace of blonds . . . handsomely attired. They greeted my guests in gay surprise. I knew there had been telephone calls, that I was the sucker. But what could I do? It goes on and on.

Santa Claus? One More Buyer's Opinion

Industry: Auto Parts
Officer: PA

We manufacture parts for other manufacturers, largely for the automotive industry. I became a buyer of steel and other metals a couple of years ago. I hadn't more than settled myself in the chair than gifts began to come in. At first I accepted some with grace, not knowing what else to do. They began to get bigger and more valuable and I saw that what constituted bribery was in the air.

Thinking it over, I decided that I was putting my job in jeopardy and drew the line. I returned some gifts and told others that presents were not acceptable under the conditions. I talked it over with my wife. She had thought getting gifts was fun at first, something like Santa Claus, but when we weighed the situation together, she immediately saw the light.

We both feel better about it now because we are paying no debts or obligations with the company's money. I feel that by taking this attitude I have freed myself from what might have become a very tangled situation. When a man's hand is out it is tied.

COMING!

... in the October 15 issue: a new survey on what folks want for Christmas.

... and, in the same issue, "How to Run Successful Conferences."

How Kaiser Built a Market On a Dealer Sales Aid

Based on an interview by Elsa Gidlow with

BERT INCH • General Sales Manager, Permanente Products Co.

It's difficult to explain in words the how and why of Kaiser's aluminum shade screen, which competes with insect screen. So Kaiser turned to a miniature model. It's been a major factor in creating national distribution for a new product.

Last January Permanente Products Co., Sales Division of Permanente Metals Corp., Oakland, Calif., had a new product, Kaiser Aluminum Shade Screening, which was ready to introduce to manufacturers and distributors of window screens. They saw this product as one which would have the cooling effects of an awning, the shading value of a venetian blind, and the insect protection of a fine wire mesh screen.

"We knew it had these advantages which placed it in a different class from what most people think of as window screening," Bert Inch, general sales manager, explains, "but how to get the facts across to our potential customers and, through them, to the consumer?"

Because Kaiser Aluminum Shade Screening was different, the company

knew that the buyer would have to be shown. What the screen would do for a home, an office, an industrial plant or a store was difficult to believe when merely told. As Mr. Inch points out, "We knew we had to create a selling tool which would lift our screen out of the category of a common insect screen."

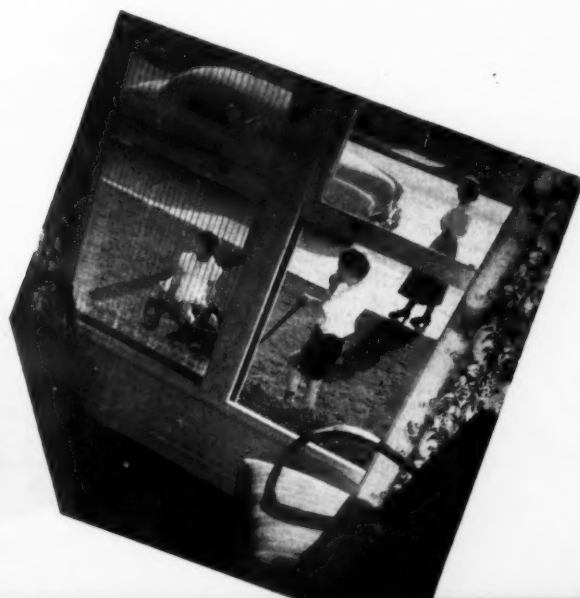
When the screen was first introduced to the market during the National Home Builders' Show last January, a visual heat-light temperature differential demonstration was a feature of the Permanente booth. The company decided to adapt this in miniature, to be used by its salesmen in selling screen frame manufacturers and distributors, and to be used by their salesmen in selling dealers.

After some experimentation the miniature turned out to be an effective

selling tool. "It has been the major factor in building up national distribution of this new product and a substantial sales volume in a short time," Mr. Inch says. "And in addition to selling the shade screening, it sold itself. Observing the dramatic and convincing demonstration of the advantages that Kaiser Aluminum Shade Screening offers in reflecting the sun's heat and light, dealers at the retail level asked for it to use in selling their customers. Now it is a key in dealer displays and demonstrations to the ultimate consumer. It has actually lifted the screen into an impulse selling item."

As described by the Permanente Metals Corp., manufacturer of the aluminum screening, the three-in-one action mentioned above is accomplished by its unique design. Made of high-strength aluminum alloy, the screen is cut into louvres spaced 1/18" apart and formed to stand at an angle which cuts out direct rays of the sun. This, it is claimed, lowers the temperature of a sunny room by as much as 15°, even on the hottest days. The protection of rugs, draper-

ROOM WITH A VIEW: Demonstration is the heart of Kaiser's introduction of aluminum shade screening, a new competitor of the familiar mesh screen. At the left is the dealer window and counter display, and at the right are windows showing how light glare comes through mesh screen (on right) and not through shade screen (left window).



ies and upholstered furniture from sun fading is considerable.

Only direct sunlight is shut out. Spacing of the louvres and the angle at which they stand allows sufficient indirect light to be reflected into the room. There is no interference with visibility through the window, looking out. At the same time, there is privacy for individuals who are inside.

The screening is coated with a special chemical solution which gives a neutral (gray-green) protective finish. This reduces glare. Made of aluminum, the screening is rust-proof and stain-proof. It is made up in widths of 24", 26", 28", 30", 32", 34", 36" and 42" and comes wound on 50' and 100' rolls packed in cardboard boxes. Buyers may also order special sizes. Screen manufacturers take the screening in lots of 10,000 square feet or more. They then place it in builders' specialty stores for name application; adaptation to fabricator's patented frames; industrial uses, etc. Permanente foresaw its market as including not only the residential field, but it had a wide range of commercial and industrial uses. For example, the cooling effect of the screening is sold to increase workers' efficiency and reduce air conditioning costs. Its insect protection is sold for greater efficiency and sanitation of plants engaged in production or sale of food products.

New Selling Tool

Permanente Products Co. devised a selling tool for this new product. It is called "Shade Screen Demonstrator." It is constructed of pressed wood, is 16 inches high, 12½ inches wide, 12 inches deep, and comes knocked down. A 150-watt reflector spot bulb is inserted over a painted scenic background to simulate sunlight and to give the effect, from the front, of looking through two screened windows into a garden. One window is screened with a copper screen of average mesh, the other with Kaiser Aluminum screening.

In front of each window is a spring-type Tel-Tru-Cub thermometer. Within a few minutes after the bulb is plugged in, the thermometer in front of the ordinary screen will register from 20 to 24 degrees higher temperature than that in front of the Kaiser screen. The salesman asks his prospect to watch the indicator on the thermometer and observe the manner in which the shade screening cuts out glaring rays of the sun, yet permits plenty of indirect light to enter the room. The little garden scene prop outside demonstrates the

fact (hard to believe without showing) that the aluminum screening does not interfere with visibility.

The demonstrator is sprayed with white lacquer for easy washing and for matching colors if the surface should be damaged. The demonstrators are portable and screen manufacturers who frame the material insert their own trade names.

Special Show Display

A few large, permanently assembled models, approximately 3 feet high by 3 feet wide by 1 foot deep were also made up and sent to Permanente's district sales offices for use in special window set-ups and show displays.

Mr. Inch points out that "the demonstrator was originally devised to be used by our salesmen in selling screen frame manufacturers and distributors, and to be used in turn by their organizations in selling dealers. However, its inherent selling power soon carried the demonstrator's use far beyond that. The sales office placed a small order for the portable unit and started selling. Almost immediately industrial buyers asked for the demonstrator when they placed orders for the shade screening. Then in turn their customers wanted it. When the market opening campaign was underway about six months, 750 of the demonstrators went out to sell the product. In August, at the end of the normal season for selling shade screening, demands for the demonstrator were still coming in and sales volume was unabated. At present 250 more of these sales tools are on order for immediate delivery."

Permanente sells them at about half price (\$3.25 each) to manufacturers and distributors who make up the screens. They are responsible for placing them with their own dealers on whatever terms they prefer, usually at cost or free. Permanente's sales office has received unsolicited letters of praise from many hard-to-sell customers. Here are a few quotations from fabricators and distributors.

E. V. Schneier, general manager, The A. W. Barnhart Co., manufacturers of and distributors of windows and screens, Port Chester, N. Y., with branches in Boston, Washington, Philadelphia, Pittsburgh:

"We have used the portable 'spot light' demonstrator in promoting the sale of Kaiser shade screening for the past month.

"We find this item to be the finest compact 'salesman' we ever had occasion to use.

"When presented or displayed to a

prospect it practically sells the product without further word-of-mouth selling.

"You have our order for 50 of these on hand and we wish you would do everything to expedite shipment."

William H. Lewis, president KHP Milwaukee Steel Co., Milwaukee, Wis.:

"Kaiser Aluminum Shade Screen is still one of our biggest sellers. However, the buyer must be shown, and with a new product it takes more than a sales talk. The Kaiser heat-light temperature differential demonstrator does the trick. It is without question the most effective sales aid we have. We can definitely attribute our high sales record on shade screen to its constant use.

J. P. Young, vice-president, Comfort Products, Inc., Philadelphia:

"Some time ago your company supplied us with a large demonstrating unit for use in home shows or similar exhibitions, to acquaint the public with the results obtained from Kaiser Shade Screening. Where we have shown this, the public has really flocked around it and sales have resulted.

Compact Unit

"In addition, a number of retail salesmen have been equipped with the small demonstrating unit that we have for the use of salesmen in showing Kaiser Shade Screening to prospects. This demonstrating unit is very compact and is definitely of considerable value in presenting this product to the public . . ."

H. J. Rudiger, general manager, Rudiger-Lang Co., screen manufacturers, Berkeley, Calif.:

"Our supply of Kaiser Aluminum Shade Screen demonstrators is once again nearly depleted, and I thought you would like to know that they are certainly proving very popular among dealers handling our Tension-tite screens.

"Since we made Kaiser Aluminum Shade Screening available to Tension-tite dealers, the demand for the demonstrating unit has averaged three a day. It is proving a real eye-catcher in stores, and some of our dealers are using it to demonstrate the advantages of your shade screening in the homes of prospective screen purchasers . . ."

The demonstrator card, or penny mailer, except for a little printed matter and co-operative advertising is the only other sales aid used in introducing the shade screening. This makes the effectiveness of the tool all the more dramatic.



"College of Cylinder Knowledge"

The Miller Motor Co., Chicago, is approaching industrial merchandising and sales promotion from a scholastic point of view. The company is sending out a traveling exhibit that goes from plant to plant, putting on a show designed to educate, convince and surprise prospects with demonstrations of the company's air and hydraulic cylinders in actual operation.

Miller designed the exhibit to do a thorough job of on-the-spot penetration-selling and to gain recognition and acceptance for its cylinders. The company wanted to show the exhibit to executives, engineers, designers, plant management, production, operating and purchasing executives who influence product-specifying. Word-of-mouth reports about the unique exhibit have enabled Miller to achieve its goal.

Educational aspects of the exhibit show how cylinder breakage, leakage and damage to seals can be prevented. Valuable information is passed along by the demonstrators who travel with the trailer-show, of proper care and handling of cylinders.

The exhibit itself is housed in a luxurious 33-foot trailer with all the comforts of home. And even the trailer is an advertisement for Miller products. Two of the company's hydraulic cylinders were installed on the one hitch, one on each side, to eliminate side-sway when the trailer is being pulled and to enable an ordinary automobile to pull the heavy trailer.

Miller salesmen travel with the unit from town to town in their respective territories, make arrangements with customers in advance. Before leaving the exhibit each guest is asked to sign the register as a graduate of the "College of Cylinder Knowledge."

The penny mailer is a 4½" x 4¾" double mailing card with a miniature screen clipped in between. It is closed with a pre-canceled stamp and the front is used for the address. On the back is a picture of a home screened from a blazing red sun by a giant screen and the legend: "When the sun starts to sizzle, you can keep your home 10° to 15° cooler with Kaiser Aluminum Shade Screening." Inside the front card there is space for the name of the dealer and a list of 12 advantages of the product. Inside the back flap of the mailer

the recipient is invited to "See for yourself! Make this easy test! See how the screening cools—shades—screens." The instructions are to fold the front and back of the cardboard so that the screen will stand vertically; to place the screen in a sunny spot in a manner directed, which will place the inside toward the tester; then "note the cooling shadow cast by the screen."

Test number two is to place a penny on a black dot on the cardboard inside the screen in the direct sunlight, and then after 10 or 15

minutes observe how much cooler this penny is than one which the tester has been advised to place outside in the direct sun. Two other sales points are made: The tester can try out the visibility and the protection against insects.

This little gadget is sold to manufacturers and distributors for \$15 a thousand, approximately half of the cost. They use it in their promotions and supply it to their dealers for consumer selling campaigns.

Also provided are envelope-size stuffers which describe the screening and its advantages.

For architects and building engineers a 16-page booklet describes the product in technical terms, analyzes what makes a room (home, office or plant) hot in summer, and with graphs and figures shows how and why the Kaiser Aluminum Shade Screening shades and cools at the same time that it gives protection from insects. The technical facts are lightened by humorous cartoons, and illustrations in serious vein help to tell the story visually.

The only advertising done during the initial months in building distribution was a small co-operative program with distributors. The company itself has not advertised, although it expects to now that distribution is on a national scale.

Visual Demonstration the Key

Permanente sales executives believe that no approach other than this effective visual demonstration of their new and unfamiliar product could have given them fabricator, distributor, dealer and consumer acceptance, and a substantial sales volume in so short a time. "It was well into the spring when we started getting into distribution," Mr. Inch points out, "which means that we started after the normal screen season. The results prompt us to believe that visual demonstration of the new product will: (1) make aluminum shade screens a year-round item instead of a seasonal one; (2) at the consumer level it will be placed in the impulse category as shoppers, who normally buy screens only when troubled by insects, see its advantages with their own eyes.

Of course, the aluminum screening costs more than mesh insect screening. The demonstrator, however, almost without the need of words from the salesman, shows how it can accomplish protection from insects and at the same time provide a shade which is less expensive than that from venetian blinds or awnings. This has helped to put it over with a speed that Permanente sales executives frankly admit has amazed them.

HE GOES TO THE DOGS . . . each evening after slaving for CBS to make enough dough to support them. Louis Hausman, a slight, nervous man who does *not* have ulcers, is the network's new director of advertising and sales promotion, where he's worked, in one guise or another, for 10 years. But after hours he supervises his Penrock Kennels, which breeds some of the champion cocker spaniels of this country. His favorite is a blonde bitch named "Polonnaise," who he says is "slightly lighter than mayonnaise." Mr. H. has been associate director of the department since 1947, swears that any success he's achieved can be attributed to two things: nice clients with good taste. Those who work with him, however, will tell you that it is he who has the taste—and the knowledge of what makes sales. Before coming to CBS he was advertising and sales promotion manager for the Electric Shaver Division of Remington Rand, Inc.



GUY GILLETTE

They're in the News

By Harry Woodward, Jr.



OLDEST BUT ONE . . . is Archibald G. Bush (right). That is, oldest but one in point of years with the Minnesota Mining and Manufacturing Company. The oldest employe of the company is William L. McKnight (left) who has become board chairman in a recent shift of top management which places ex-farmer Bush in the key spot as chairman of the executive committee. Neither of the gentlemen has ever worked for any other company. Mr. B. joined 3M in Duluth in 1909, fresh from a six months' business course. Before that he'd tilled the soil. Bush's first job was the bookkeeper who replaced McKnight; by 1910 he had moved on to the Boston office. Later he became a salesman for the firm, soliciting the industrial trade in upper New York. In 1921, McKnight left Chicago, where he was s.m. to become general manager in St. Paul. Bush got his old job! Archibald Bush's strong interest in sales helped build company volume from \$211,000 in '10, to \$108 million in '48. Today his rosewood office is connected to his old friend McKnight's by a special system of red and green lights.



EVER WASH A VENETIAN BLIND? . . . well, a housewife who *had*, and deplored the whole job, designed and developed an automatic machine for cleaning the slatty things. Today she's sales manager of the outfit which grew out of her "mad"—Venetian Blind Laundry Equipment Company. The company is just feeling growing pains but in the month of August, Jo Eleanor Stewart, who plays the pipe organ and had intended to make a career of it, sold five machines, each worth almost \$6,500. She did it to show the other salesmen that she wasn't an arm-chair strategist. This Mother-of-three formed her corporation at a time when materials, after the war, were scarce as Dodo eggs, had the courage to stop production and begin again when she discovered a way to improve the machine. Today she travels buses, trains and planes thousands of miles each year, admits she's walked the floor plenty with her "baby." She was born in Kansas, raised on a cattle ranch, worked for Yellow Truck & Coach Division of General Motors, where she developed her latent mechanical ability.



DIRTY HANDS FASHIONED A DREAM . . . One of the proudest guys in American industry today is U. S. Printing & Lithograph Company's new president (at 46), William H. Walters. His favorite dream has become reality. The dream: a modern lithography plant which would embody all the techniques he once only hoped for, cure all the faults which irked him as far back as 30 years ago when he went to work for U. S. Printing as a 16-year-old apprentice boy. He worked all over the big shop, as pressman, foreman, superintendent, Eastern Division manager and on to president. And each job taught him something else, quite apart from the job itself. He promised himself that some day, when he got to the top, he'd build a plant which would be a miracle of efficiency . . . and a good place to work. His handiwork is visible now at Mineola, L. I. The plant, just completed, grew out of Bill Walters' experience as a mill worker. Some people think it's an extension of Bill himself—and that suits Bill fine. Suits the employes fine, too.



"Farm Family Nights" Build Strong Dealerships for Wesco

BY R. N. CHAPMAN • General Farm Sales Manager
Westinghouse Electric Supply Co.

With the growth of rural electrification, the potential for sales of electrical equipment and supplies is expanding. To awaken dealers to their opportunities, Westinghouse stages informal get-togethers among rural folk at which agricultural business and pleasure are skillfully mixed.

The dealer is the key to the farm market. Reasoning thus, the executives of Westinghouse Electric Supply Co. (Wesco), New York City, set out two and one-half years ago to build a strong dealer organization to handle the firm's line of appliances and motors, welders, milk coolers and other electrical products in the productive equipment (for farmers) class.

The problem was twofold: to select potentially *good* dealers (few of the type desired were available at the end of World War II) and *enough* of them, and to get them off to a good start.

Officials of Westinghouse Supply felt that in order for dealers to do a good job, they must believe in the advantages of farm electrification, and in profit potentialities of the Wesco line for themselves.

Convincing farmers, in this day of labor shortage, should not be so difficult: The main thing was to contact them early and often and show them what was available in electrical equipment to boost their productive capacity. The chief means employed for this purpose has been the Farm Family Night. Last spring 200 were staged, with many dealer requests for

THEY GET CLOSE TO THE SOIL... these meetings planned and carried through by Wesco in cooperation with dealers. There is entertainment, but the educational part of the program deals with such earthy and practical subjects as hay drying, welding, and farmstead wiring.

repeat performances. Four hundred are scheduled to be held in the fall of this year.

Though the long-range purpose of these affairs is to lay the groundwork for future sales, there have been gratifying instances of high on-the-spot volume. Most important, perhaps, is the fact that on a Farm Family Night the dealer is aware of the huge potentialities of the farm market. It is almost a virgin market, since, even with the increase in farm electrification in recent years the percentage of farms without electricity or with inadequate wiring is still large. Of the 4,860,000 farms in the United States, 4,388,000 now have electric service, but many are electrified only to a small degree of their potential use of electric light and power. One million more will be connected to private utility and REA electric power lines within the next two years. Obviously, there's a vast market open to alert farm dealers in wiring, appliances and productive equipment for these newly wired farms, as well as for others eager to expand productivity through electric power.

Though Westinghouse long has been known as a source of apparatus and supplies for farm electrification,

THERE'S ALWAYS A SNACK BAR: Nothing contributes more to a relaxed atmosphere of friendliness than a bite to eat, served without fuss or feathers. Cookies baked in a Westinghouse range during the meeting may become part of the refreshment . . . thus adding an extra fillip of interest to equipment demonstration. Dealers build excellent prospect lists at meetings, almost always make direct sales.



SOMETHING FOR THE GIRLS: Farm Family Nights always include some feature of specific interest to farm wives . . . it may be a cooking or a canning demonstration.

the company faced some impressive obstacles when it launched the current campaign. As a result of the war and attendant shortages, farmers, like nearly everyone else, were begging for equipment and dealers had forgotten how to sell. Worse yet, there were few dealers with proper backgrounds of experience in selling the varied lines in the productive equipment (for farms) class. Finally, the supply company had to build its own staff of regional farm supervisors to carry out the task of selecting, franchising, and developing dealers.

The supervisors were chosen from within the ranks of the company, or from men who had had experience in public utility organizations or in firms selling farm implements or similar agricultural supplies. There are now 16 supervisors working out of district offices located in or near agricultural sections of the country.

Building a dealer structure was a more challenging task. To insure full national distribution, 5,000 dealers were needed, Wesco officials believed. A start was made by selecting existent farm supply stores, or appliance dealers in or near farm areas, and getting them to take on full lines of the Westinghouse Farm products. To win them over to this idea, Wesco had to show how the new lines would widen the range of profit opportunities, and that customers were present right in the "backyard" of the prospective dealers, customers for many of the products Westinghouse Electric Supply Co. could furnish.

Stock requirements were not made



too rigid, the idea being that a dealer should carry everything a farmer in his territory might conceivably want for electrification purposes, but not necessarily the complete line sold by the company. For example, a dealer in a non-dairy region would not be expected to promote milk coolers.

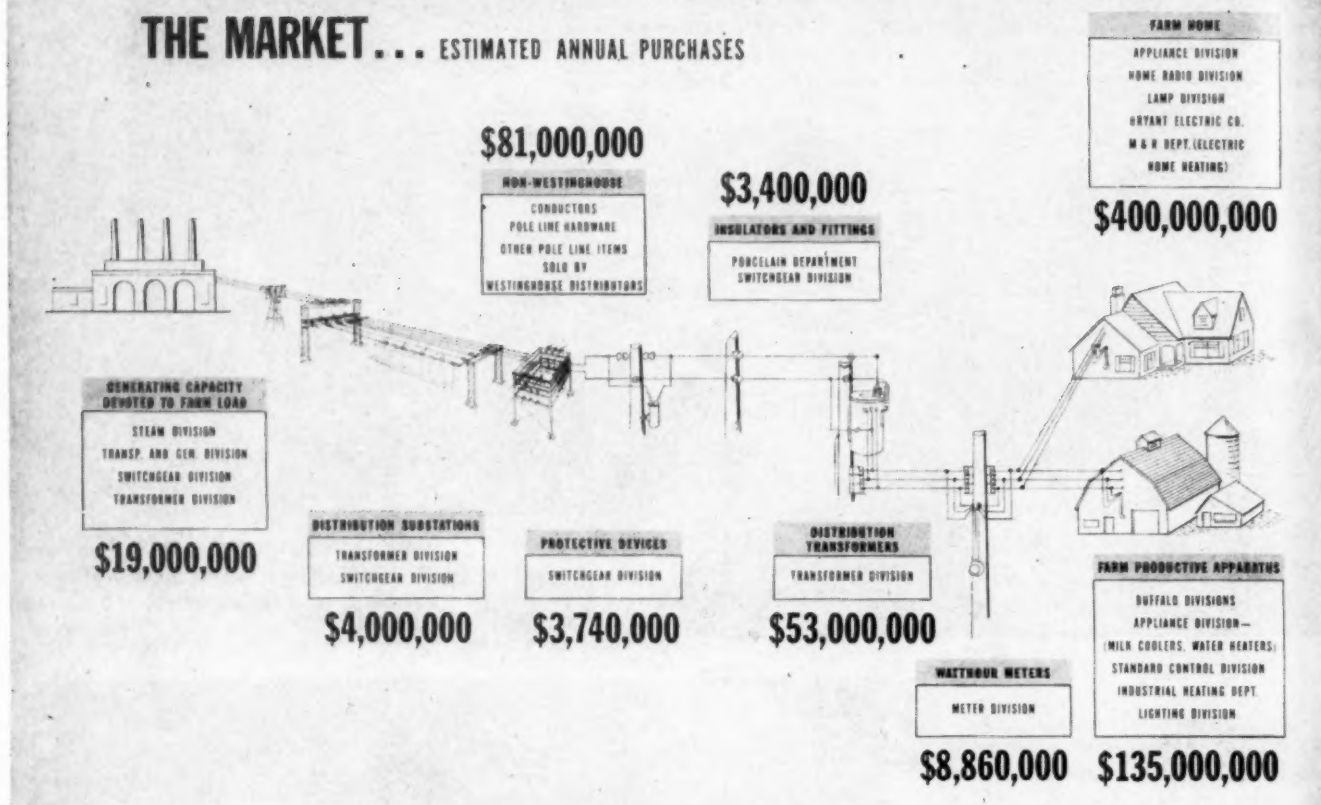
Though Westinghouse had plans for backing up dealers through an extensive advertising campaign, helpful literature and display and point-of-sale material, the basis of the campaign was to be personal contact between dealer and farmer. The philosophy behind this is that few dealers can visualize the potentialities of the market without personal discussions with farmers about their needs, and

the problems they face which may be solved through electrification.

This is the pattern of the Farm Family Night, selected by the company to help dealers get acquainted with farmers, to win their good-will and favorable attention, and to make enough sales to whet their appetite for more.

Under the guidance of the regional farm supervisor, the dealer hires a hall, sends out invitations to farmers and their families, and publicizes the event through local newspaper advertising. The program, planned in advance, is part entertainment, part educational. The entertainment may be a movie (a Disney cartoon or other subject of general interest to

THE MARKET... ESTIMATED ANNUAL PURCHASES



LIFTING THE DEALERS' SIGHTS: In a brochure called "Westinghouse in the Rural Market," the company pictures the magnitude of the rural electric market.

the whole family). Then there are informative films and talks on such subjects as hay drying, welding, application of motors, kitchen, and laundry equipment—all angled to the farmer and his wife.

The speakers may be Westinghouse representatives, county agents, instructors from agricultural schools or other qualified persons. Slides and visual aids are used to make the talks interesting. There is often cooking, canning or other demonstration of interest to women. There are, of course, refreshments which are sometimes tied to demonstrations of appliances sold by the dealers. For example, cakes or cookies baked in a Westinghouse range during the progress of the meeting may be served. Sometimes the door prize is a ham delivered to the winner at the end of the meeting after being baked in a Westinghouse range.

Door prizes win good-will and are an effective means of getting attendance. They also enable the dealer to build a fruitful prospect list, because, when registering, each adult visitor is asked to check a list of electrical products in which he is interested. The list is comprehensive, including not only motors and many other productive equipment products, but also appliances any rural or urban home

might need. In addition, to round out dealers' lines, Wesco serves as distributor for some related, but non-competitive, lines of other manufacturers such as Heil Water Systems and ILG exhaust fans and blowers.

Theoretically, there's no on-the-spot selling at a Farm Family Night. High-pressure selling is not permitted. Actually, though, farmers become interested and often place orders at once. A striking example is the experience of a dealer who inadvertently scheduled one of these events for the evening of Good Friday. Having sent out invitations, advertised the affair and hired the hall, he decided to go through with it, but with misgivings. To his surprise, 900 persons came; and without solicitation on his part, he took orders for \$1,500 worth of merchandise.

Many Benefits

Intangible benefits to the dealer from Farm Family Nights are considerable. Since many dealers have not had actual farming experience, their first-hand knowledge of farmers' problems is likely to be limited. For example: A farmer sees a demonstration or hears a talk with slides on farm welding and then goes to the dealer and tells how he lost a day's work at the height of the sea-

son because he broke a fork or some other farm implement and had to take it to town to be mended. "If I'd had that welder, I could have fixed it myself in an hour," he explains—and orders the welder. Such experiences as this make a deep impression on dealers.

Following up leads developed at Farm Family Nights is important. Dealers are urged to do this within 30 days after the event. Most dealers are eager to capitalize on the missionary work done through the meeting. In some cases, the Wesco Farm Sales supervisor remains with the dealer for several days and visits prospects with him, furnishing additional guidance in this specialized type of selling. This is a step in line with the current trend toward outdoor selling, more useful when the merchandise is specifically for farms.

Westinghouse distributes one film titled, "Meet Frank Martin, Dairyman," a 16-mm. Kodachrome sound movie on milk cooling, which is often shown at Farm Family Nights. The Disney film on adequate wiring, though not restricted to farms in its application, is also popular.

Westinghouse recently has published literature specifically for the farm market. This is passed out at Farm Family Night meetings, and



Under the Big Top



Emmett Kelly, the famous clown, and a youthful admirer at the Ringling Bros. and Barnum & Bailey Circus in Madison Square Garden.



BELL TELEPHONE SYSTEM

THE CIRCUS! The thrill of thrills for 138 orphans and the telephone girls who made it all possible

Was there ever such happiness for a group of eager, excited youngsters as that day at the circus!

It all started with the telephone girls who had taken gifts to the orphanage at Christmas. Someone said it would be nice to take three or four of the kids to the circus.

The idea spread and all the girls began chipping in. Soon there was money enough to take not just three or four but 138!

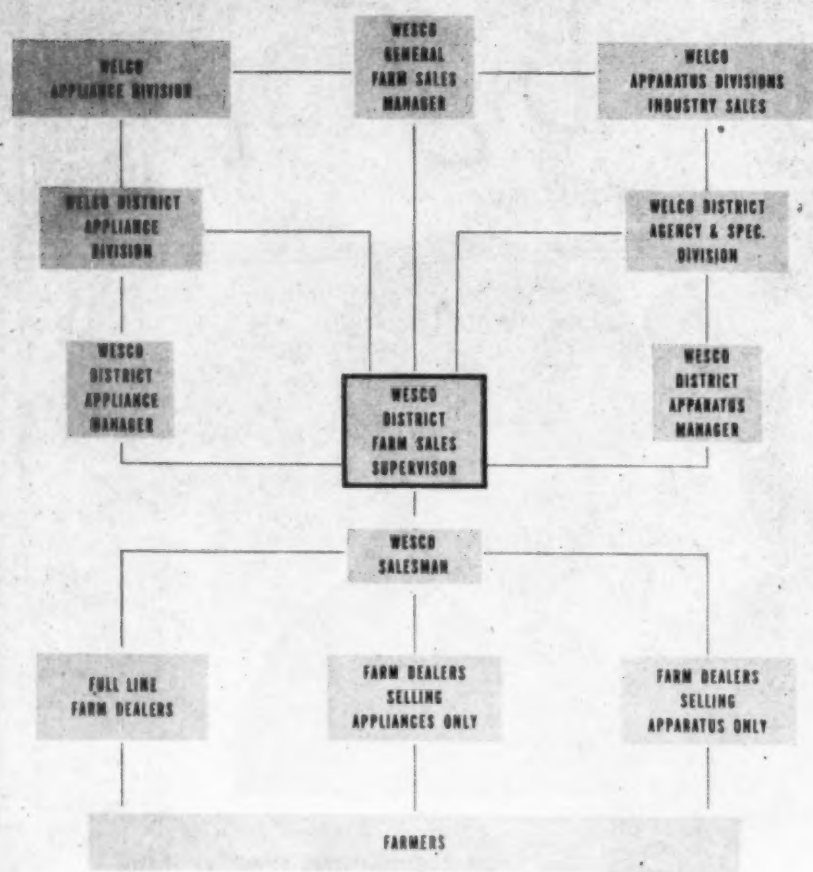
It was a wondrous day and when it was over it was difficult to say who was happier—the young sleepyheads going home on the buses or those who made it all possible.

We mention this because it tells a great deal about the kind of people in the telephone business. They try to be good neighbors and good citizens, as well as good telephone people.

The very nature of telephone work brings them close to the lives and the problems and the emergencies of many people. Their spirit of helpfulness and service extends to many activities beyond the job.

It may be a welfare drive. Or being ever-ready to lend a hand in worth-while community affairs. Or just by helping a number of orphaned youngsters have a happy day at the circus.

THE WELCO-WESCO FARM SALES PROGRAM



THE WESCO ORGANIZATION SET-UP: Key-man in the Wesco plan for reaching and selling the farm market is the distributor's Farm Sales Supervisor. It is his function to guide and train distributor salesmen in signing, training, and selling to more than 5,000 farm dealers.

serves as point-of-sale material in the dealer's establishment. "Farmstead Wiring," a 42-page basic manual, tells, chiefly through easily understood tables, of applications of wiring on the farm. It makes recommendations as to types of motors needed for various tasks, gives kilowatt consumption, etc. It tells how to plan a wiring system and even how to install it. It is 25 cents, but dealers who obtain it at cost often give it away to prospects.

Westinghouse also has brought out a series of bulletins on such specific subjects as "How to apply electric heating on the farm . . . how to apply motors and controls to farm jobs," etc. This how-to-do-it series is simply written and well illustrated. Dealers and farmers like the booklets because they stress application methods and benefits to the farmer without any sales pressure.

The new Westinghouse catalog, "Electrical Products for Farm and Home," has on its four-color cover a farm scene, a farmer doing a welding job with a number of electrical products in sight. Over 50 individual items are listed, more than half of them under such headings as "Motors for the Farm," "Flexarco Farm Welder," "Lighting Equipment for Farms." Inside the book, in the Motors section, there are 14 photographs of motors and accessories. A list of typical jobs for these includes food grinding, corn shelling, grain drying, hay baling, grain elevating, silo filling, water pumping for irrigation. If the catalog contained nothing more than the section on motors it should serve to convince dealers of the potentialities in farm electrification.

Through Fuller & Smith & Ross, Westinghouse is conducting a campaign in such general farm papers as

Country Gentleman, Successful Farming, Progressive Farmer, Capper's Farmer, Prairie Farmer, Wallace's Farmer, Farm Journal, and Southern Agriculturist, and in such specialized farm publications as *Hoard's Dairyman* and *Electricity on the Farm*. To reach dealers, the media list includes *Hardware Age, Implement & Tractor, Farm Implement News, Farm Equipment Retailing*, and *Southern Hardware*. The range of products for the farm market is wide. They are manufactured by different divisions of the company and the advertising emanates from different divisions, but all name Westinghouse Electric Supply Co. as the source of the merchandise.

Farm Electrification Needed

As population grows, there will be a greater demand for farm products. With unionization, shorter hours and work weeks, migration from farm to city, the farmer's labor supply will not increase and may decrease. Increased electrification of farms is the solution to this major problem. This means a growth in the electrical farm market. It is estimated that the annual sales potential for this market in appliances (refrigerators, ranges, radios, washers, dryers, etc.) has reached \$760,000,000. The market for productive equipment such as water systems, milk coolers, motors, etc., is \$500,000,000. The total is \$1,260,000,000. Westinghouse is laying the groundwork for capitalizing on this trend.

The objective of 5,000 Wesco dealers for the farm market has been attained. Not all are as yet in the Grade A category, but with company support and guidance the number of those who qualify continues to grow. Farm Family Nights are playing an important role in raising the status of dealers. This typical case history shows why. Last spring 340 persons attended one of these affairs at Canton, N. Y., and on that night bought a welder, two milk coolers, three ranges, two refrigerators, two water heaters and 10 industrial fixtures. Seventy-five prospects showed interest in merchandise available at the farm implements store which sponsored the party, among them two who were interested in barn ventilation, three in welding, one in wiring, three in industrial heating.

In 1947 electrified farms were using 2,351 KWH per year. The figure, it is expected, should reach 4,000, or even 5,000, KWH per year by 1957. Westinghouse is prepared to make an aggressive bid for the farmer's business in the forthcoming "electrify-the-farm" era.

Beware of "hard-hitting" selling in this buyers' market



Remember Newton's law: "Every action has its equal and opposite reaction."

Sales executives who are stampeded into a "sell-'em-or-else" attitude may soon find their business hit just as hard as their salesmen are hitting the trade.

By "hard-hitting" selling, these sales executives mean sending their men out in a frame of mind that borders on the pugnacious...training them to put their heads down and slug their way in where they couldn't get in before; to double up on their entertaining; to talk louder and longer wherever they go.

Such tactics can bring in orders. But consider the high cost of high-pressure selling! Are customers who have been overwhelmed really sold?

Brains will win this competitive "slug-fest" - not brawn.

This brand new era that's dawning upon the American distribution system will be dominated, field by field, by those who look before they leap into the fray;

...by those who pause to study the conditions to be met in the field;

...by those who guide their salesmen into the most profitable areas,

direct them to the most likely prospects, arm them with the kind of information that enables them to sell by helping people buy;

... by those who add to well-planned selling strategy the power of "Ditch-Digging" Advertising - the kind of advertising that does so much of the telling in selling that the salesmen can use more of their costly time for closing sales.

Sound like work?

Sure! So's running a sales department. But put a "Ditch-Digging" Advertising crew on the job, give them a reasonable amount of help on customer and prospect analysis, and they'll multiply the effectiveness of your salesmen in ways that will help them cope with this buyers' market.

This agency is equipped to work with any Sales Manager who's got a hard-selling job to do. We can get going with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER Co.

12 East 41st Street, New York 17, N.Y. • LEXington 2-1790

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"

Golden Books Hit Jackpot Selling Through Super Markets

BY ETNA M. KELLEY

Sales of Simon & Schuster's gay little volumes for children have reached astronomical heights since the company succeeded in placing the line in heavy-traffic chains.

The public spends huge sums on chewing gum, cigarettes, lipsticks, movies and dozens of other non-essentials and so little, relatively speaking, on books. This long has been deplored by the publishing industry. It isn't that people don't like to read. They read magazines, newspapers, and even books, if they can rent or borrow them. Many persons grow to maturity without entering a bookstore. Even those who consider themselves "the reading public" may go to book departments only once in a blue moon.

However, within the last three years it has been demonstrated that

Mr. and Mrs. John Q. Public, and Johnny Q., Jr., will buy books at a great rate, provided the books are available at prices which do not make too great a dent in the family budget.

The demonstration has come from Simon & Schuster, New York publishing firm, whose Little Golden Books are selling by the million in grocery super markets and other outlets which, at first glance, may seem illogical. Discarding tradition, Simon & Schuster has found, through experience, that children's books—the 25-cent Golden Book series, in particular—will sell in volume:

1. Wherever merchandise for children is sold: toy shops, infants' and children's wear establishments, juvenile furniture stores, gift shops, toy departments of any type of store.

2. Wherever there is *plenty of traffic*: drug stores, variety chains, restaurants, terminals, and, almost spectacularly, grocery stores.

The Little Golden Books also do well in book departments and bookshops. This article, however, will deal only with sales of the line through the unorthodox outlets, a practice which is still "news" in the publishing field.

Simon & Schuster started publishing the Little Golden Book series in 1942, at 25 cents a copy, a price which has been maintained despite skyrocketing costs. By 1945, executives of the company felt that the saturation point for the line had been reached, as far as traditional book department and book-

SUPER MARKET SUCCESS STORY: This brochure relates the tale of the entry of kid's books into high traffic chains. It began with confident book salesmen calling upon skeptical grocers. So this is the story of the Little Golden Books and how they grew.



ONCE UPON A TIME there was a BIG publisher who published lots of little books for little kids.

These LITTLE GOLDEN BOOKS, as they were called, were very popular and were BIG sellers in drug and variety chains.

They were so popular, in fact, that one day, about a year ago, the publisher had an idea: why not try them in supermarkets?

Try them he did—first in Jewel Tea and Food Fair, and then, as sales grew, in other super supermarkets.

Well, faster than you can ring up a sale, the LITTLE GOLDEN BOOKS grew and grew. Soon they were going lickety split in 54 BIG chains, selling like everything in 1236 stores all over the country!

Naturally, this pleased the publisher. But how did store managers feel? Listen:

"Simple as pie to get extra sales without extra sales help. They're point-of-sale 'naturals'."

"Only 2 1/3 square feet of floor space needed for this display rack. And it's free!"

No doubt about it. The LITTLE GOLDEN BOOKS are a success, all right. Why, right now, they're super sellers in supermarkets!

And they're growing BIGGER every day.

Look.....

"Turnover? As fast as in canned goods. Just put them out and *sa-i-a-h!*—they're gone!"

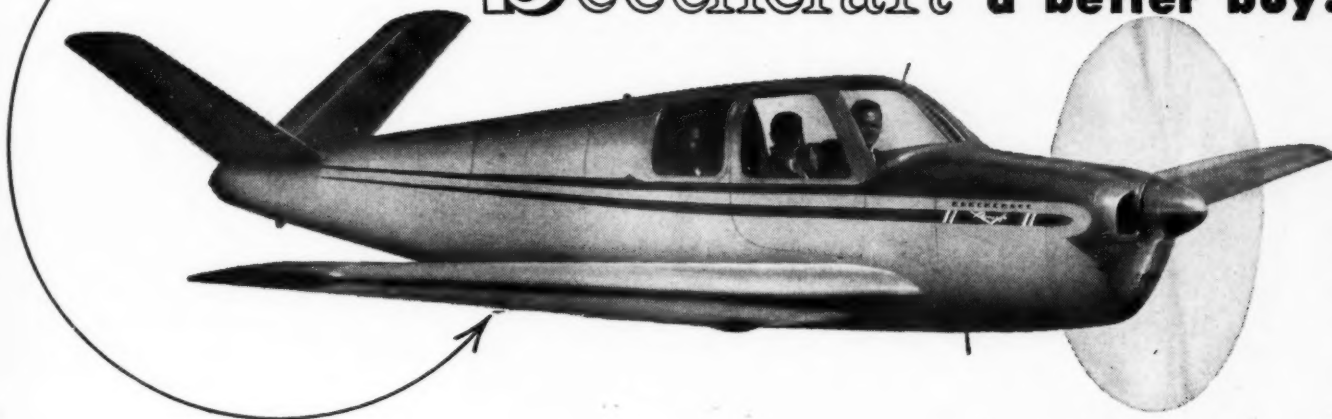
"No shrinkage! Guaranteed sale means full profits at no risk. They're 100 percent returnable."

"For chain of 50 stores, the average annual gross volume is \$187,200. Profit on this comes to \$67,392. Worthwhile?"

"Markup's better than twice the average markup on food. That's easy money—profit plenty."

It's the "EXTRAS" that make this

Beechcraft a better buy!



★ **Extra speed** — The Beechcraft Bonanza achieves its high speed *without engine overload*—170 mph cruising speed at 8,000 feet using but 56% of the maximum rated take-off power. You buy a plane to *make time*. In a Beechcraft, you get it!

★ **Extra ruggedness** — Beechcraft Bonanza framework is stronger than conventional construction. Shock and stress tests far surpassing CAA requirements have proved the extra ruggedness of every inch of the Beechcraft Bonanza—from landing gear to cabin roof!

★ **Extra economy** — Extra low fuel consumption of 9.5 gallons per hour at cruising is part of the Beechcraft Bonanza's operating economy. Another vital "extra" is low maintenance due to freedom from engine overload. The Beechcraft Bonanza saves your money!

★ **Extra safety** — The Beechcraft A35 Bonanza has been dived under radio control at 275 mph—and pulled out unscathed at 3 G's! On the ground, the Beechcraft Bonanza's wide tread, long wheel base, and cross-braced struts defy the roughest handling, the roughest terrain.

★ **Extra performance** — No airplane yet designed can beat the high performance of the Beechcraft Bonanza—its unexcelled combination of speed, range, and fuel economy. Its flight characteristics make it one of the easiest planes in the world to handle!

★ **Extra power** — The extra margin of power in a Beechcraft Bonanza comes from aerodynamic design which requires but 56% of the engine's power at cruising. Never before has so little power been needed for such high performance by so rugged a plane!

★ **Extra range** — The extra range you get in a Beechcraft Bonanza—750 miles—makes it *real transportation*. Equipped for long distance flight, it is the most practical of all planes for business use—with a *commercial* margin of safety, speed, and range!

★ **Extra utility** — The Beechcraft Bonanza is a business plane, engineered for extra usefulness as a business vehicle. It can be operated the year around. It can get into small, unpaved landing fields as well as modernized airports. It is ready to go—365 days a year!

★ **Extra comfort** — From the moment you step (not climb!) into a Beechcraft Bonanza through its wide, auto-type door and settle yourself in its uncrowded 4-place interior, you're conscious of superb comfort. Its sound-proofing is the standard of comparison!

★ **Extra luxury** — Skilled design and placement, with superb interior appointments, make the Beechcraft Bonanza an aerial limousine. You'll lean back and relax and enjoy air travel as never before! Its only rival for sheer luxury is the multi-engined airliner itself!

Compare these performance features

- Top speed, 184 mph
- Cruising speed, 170 mph
- Range, 750 miles
- Service ceiling, 17,100 feet
- Fuel economy, 9½ gal. per hour

Compare these comfort features

- Exclusive retractable step
- Limousine entrance
- Insulated, sound-proofed cabin
- Quickly removable rear seat
- Luggage compartment accessible two ways

Beechcraft

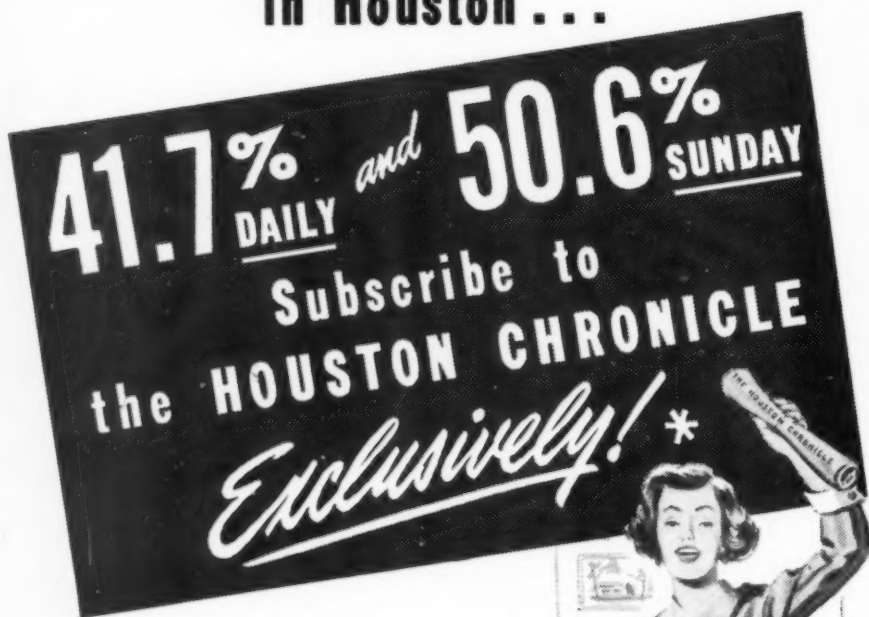
BONANZA

MODEL A35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

● These are only the highlights among hundreds of reasons why the Beechcraft Bonanza is a better buy! See it today! A note on your company letterhead will bring illustrated brochures describing the Beechcraft Bonanza's many *extra* advantages. Write to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.

Of ALL Newspaper Subscribers in Houston...



The Chronicle, with more exclusive readers than the other two Houston dailies combined is obviously the dominant medium for selling the South's Number One market.

If you'd like to see the Alfred Politz study and the other rather startling revelations it contains about Houston newspaper circulations, ask a Branham man, or write our National Advertising Department.



*From A Recent Study By
ALFRED POLITZ RESEARCH, Inc.

The Houston Chronicle

LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

M. J. GIBBONS
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 36 CONSECUTIVE YEARS

store outlets were concerned. This was true, even though wartime shortages still kept production down. To hold the price of the books down and maintain quality, large runs and volume sales—in other words, a *mass market*—were necessary. The answer was, obviously, widened distribution.

Tests were first made in small cities in Texas. This was the plan: A salesman without previous bookselling experience visited the main streets of the test cities and tried to put the line into any type of store selling merchandise for children (but only one in its field in the city) and any establishment subject to heavy traffic. Original orders were modest, but reorders came promptly. Outlets were willing to try the books and later continued carrying them.

To put this distribution plan into effect nationally, Simon & Schuster decided to work on an industry-wide basis, by exhibiting at trade shows and advertising in business papers. The company, like a few other book publishers, had exhibited at the annual Toy Fair in New York. In the autumn of 1946, it exhibited the Golden Books at the Boston Gift Show, with excellent results. It also exhibited at stationery shows, variety and other chain shows, and—newest development—the Super Market Institute Convention in Chicago, in May, 1948. Wholesalers who sell to various types of outlets that now carry the books distribute the line.

Meanwhile, the Golden Book series has been expanded to include "Big," "Giant," and "Tiny," as well as "Little" Golden Books. Prices for some of these range up to \$2.50. The "Tiny" series, twelve 3" x 2" books, in a tiny bookshelf which resembles a

HOT CAKES

After taking on the line "as an experiment," Grand Union Co. sold 190,344 Little Golden Books in 186 super markets located in the New York metropolitan area and in upstate New York, in about two months, the company announced in March of this year in *SALES MANAGEMENT's* associated paper *Grocer Graphic*.

Dollar volume was more than \$47,500. At that time Grand Union announced that the line would be retained on a permanent basis. The company pointed out that the books provide a profit margin "considerably higher" than that for most food items.



PROFITS COUNT: Kids' books provide grocers with an attractive profit margin, in many cases much higher than on food items. Books meet the supermarket test: high turnover.

playhouse, retails at \$1. Little Golden Records (the discs actually golden yellow in color), attractively packaged and retailing at 25 cents, are also distributed in mass outlets.

Though promotional emphasis is focused on the mainstay 25-cent line of Little Golden Books, the others in the Golden Series are increasingly popular.

To do a good job in mass markets, as well as in usual outlets, it was necessary for the company to departmentalize and go in for a degree of specialization. At present, sales are handled through five divisions.

Why does the company maintain these various divisions? The answer is that the philosophies of approaching these markets are different. The Toy Division goes after mass markets. It sells, in most instances, to a purchaser who thinks in terms of volume, who buys after a quick appraisal of the cover and title. The bookstore buyer, on the other hand, is reflective. He looks carefully through the entire book. The order he places may be, for him, a large one. Only 7% of the buying public ever goes into a bookstore or book department. The head of a super market or variety chain thinks in terms of 93%.

In a sense, this new manner of selling puts children's books into the category of cigarettes and razor blades. Simon & Schuster long since has abandoned the practice of restricting sales of 25-cent books to only one



store in its field in a city, for it has found that volume is not cut down by increasing the number of outlets. Indeed, there is reason to believe that the more outlets there are, the better the business for all. Simon & Schuster has extended the practice of selling through non-traditional outlets to adult books, and there are some in the industry who believe that in years to come books of all kinds will be more readily available to the buying public than is now deemed possible.

That's one advantage of attaining such widespread distribution for the Little Golden Books, for the two-to-six age range. Children, seeing books displayed in many types of outlets will form the habit of buying books anywhere, on impulse (or having them bought for them). They will grow up not inhibited by the idea that the purchase of a book is a ritualistic affair.

Another trend helped along by the mass-market distribution policy is the elimination of the seasonal bogie. It has been found that the Little Golden Book series does not suffer from seasonal fluctuations. Sales remain fairly constant throughout the year.

Gifts of fine aged
CHEESE

"World's Finest"

**For your Friends and Customers
-and don't forget yourself!**

RED BOX You'll delight them all with this famous Swiss Colony cheese assortment that contains 5 all-time favorites—carefully selected, fully aged in our own cellars, and prettily gift packed — June-cured Swiss (our very best), French type Port Salut, Aged American (1½ years old by Christmas), Old-fashioned Brick and Dutch-type Gouda. 4 lbs. of guaranteed finest quality cheese. Pack 4K. \$ 4.55
(Includes delivery anywhere in world, except Mexico, Norway, and Russian dominated countries.)

Send for Free Booklet



16 pages of color photographs showing Swiss Colony cheese assortments (from \$2.95 to \$43.35); also wood carvings and music boxes brought here from Switzerland.

THE SWISS COLONY
99 Cheese Row • Monroe, Wisc.

"Packaged"

CONFERENCES

Conferences individually planned to suit your requirements and fit your budget—all-inclusive price determined in advance!

- Reasonable prices
- Air-conditioned accommodations for 25 to 600
- Efficient staff
- Delicious food, prepared to your specifications
- Convenient mid-town location
- Trains, tubes, subways, parking lot nearby

For further information call New Yorker Banquet Manager Mr. McDonnell, LOngacre 3-1000. No obligation, of course.

HOTEL
New Yorker
Frank L. Andrews
President
34th St. at Eighth Ave., N. Y. 1, N. Y.

Simon & Schuster furnishes a normal supply of merchandising aids for the Golden series. The most valuable one, of course, is the special rack, which is part of a deal (provided with purchases of given size), which shows the covers of the book. The company has found that you cannot move children's books if you put them on a shelf, library fashion, with only the ends visible. Other aids are window streamers and special holiday wrappers for packaging several books together. In general, though, in the

opinion of Simon & Schuster, nothing special is needed to sell the Golden Books but to display them—provided you have traffic.

To break down resistance of buyers who say, "I never heard of selling children's books in *our* type of store," Simon & Schuster salesmen have a useful sales aid. This is a three-pound case containing a Stereo Viewer and a set of Kodachrome slides showing displays of the Little Golden series in representative stores of various types. Salesmen take with them Kodachromes

showing close-ups of new books on racks, instead of the hundred pounds of samples they would otherwise have to carry with them. Each salesman has his own viewing set, a product of the David White Co., Milwaukee.

Beautifully printed and enjoying benefits of large-scale production—since editions for the mass market can be large—the Golden Books represent value for their prices. They are also "promotable," as case histories prove.

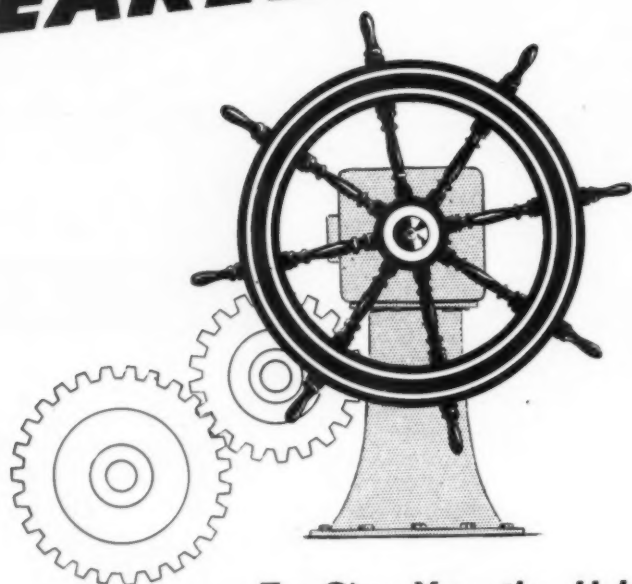
There are the tie-ups, most notable of which is the selling of "Story Book Bags," by Youth Mode Bags, Inc., New York City. According to Ed Neugass of that organization, they have used nearly 60,000 of the "Tiny" Golden Books, which are inserted into pockets built into handbags for little girls. The price range of the bags is from \$1 to \$3. Retailers have warmly accepted the idea, as is indicated by a single order received recently by Youth Mode for 4,000 of these bags. The company has aggressively promoted the line, through advertising in *Life* and other consumer magazines and by supplying store posters and mats for newspaper advertising. "We expect to use these Tiny Golden Books for many years to come," reports Mr. Neugass.

Sales literature issued by Simon & Schuster in support of Golden Books is in keeping with the high quality of the books. The Fall 1949 catalog, for instance, reproduces in full color almost one hundred of the covers and illustrations and special wrappers for the books and records. A folder, reproduction of an insert which appeared in *Chain Store Age*, has its own illustrations, executed in the manner of the drawings in the children's books, but showing Little Golden Books on display in a super market staffed by nursery tale characters, with Peter Rabbit, the Three Little Pigs, etc., as patrons.

Here's Proof

Proof of the effectiveness of Simon & Schuster's approach to mass markets for the company's books for children lies in sales figures. By next spring, "The Poky Little Puppy," a 25-cent Golden Book, will have reached the 4,000,000 mark, a record for a children's book in our time. All Disney books bound in hard covers are a part of the Golden Book series, and their sales this year will total \$8 million. Next spring, when the Disney film, "Cinderella," is released, Simon & Schuster will bring out the Disney version as a Dollar Book in the Golden series, and it is expected that sales will reach a half-million during 1950.

GEARED!



To Give You the Helm

BY ANY RECKONING, you've got the helm in New Orleans . . . when you use the one-cost, geared Times-Picayune and New Orleans States.

Because with these two, you cut an efficient, straight wake . . . direct to big sales in New Orleans, and the trading zone. There's no zigzagging here, no yacht-club porch palaver . . . only on-deck, in-hand, result-ful selling . . .

You reach the most people (270,636 combined, daily circulation), and you prompt the most response . . . Two solid, big-circulation influences—moving in different directions, like gears!—work for you, make the most of your advertising dollar . . .

Halloo Jann & Kelley, Inc., today for the geared story . . . and pilot your product to oceans of success . . . down our way!

TOTAL CIRCULATION
M. & E. . . . 270,636 Sunday . . . 281,710
3 Months Ending March 31, '49
Milline Rates as Low as 1.88 M. & E.—1.95 Sunday

New Orleans

TIMES-PICAYUNE and STATES

GEARED TO SELL THE NEW ORLEANS MARKET

Moving in different directions!





The BULLETIN

Official Publication of the West Virginia Press Association

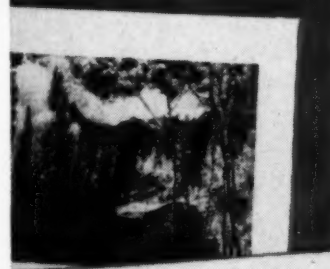
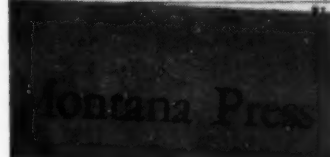
SHOP TALK

OFFICIAL MONTHLY PUBLICATION OF NEW MEXICO PRESS ASSOCIATION

Vol. XIX, No. 6 ALBUQUERQUE June, 1949

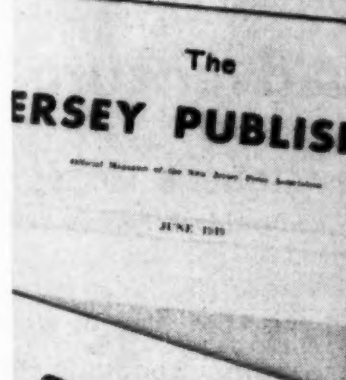
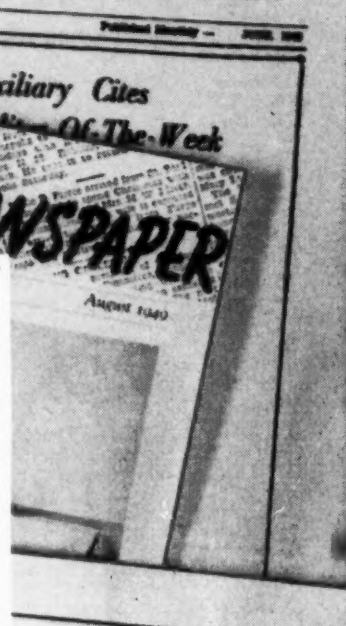
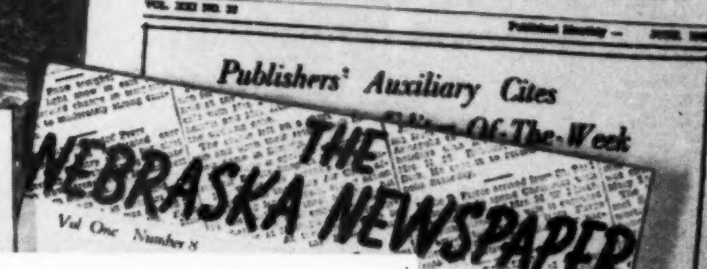
Ruidoso Program
NAVAJO LODGE
RUIDOSO, N. M.
SATURDAY AND SUNDAY
JUNE 25-26

Monday, June 27
9:00 a. m.—Registration Begins, Navajo Lodge.
10:00 a. m.—Business Session, Navajo Lodge.
1:00 p. m.—Dinner, Navajo Lodge.
2:00 p. m.—Business Session, Navajo Lodge.
3:00 p. m.—Dinner, Navajo Lodge.
4:00 p. m.—Dinner, Navajo Lodge.
5:00 p. m.—Dinner, Navajo Lodge.
6:00 p. m.—Dinner, Navajo Lodge.
7:00 p. m.—Dinner, Navajo Lodge.
8:00 p. m.—Dinner, Navajo Lodge.
9:00 p. m.—Dinner, Navajo Lodge.
10:00 p. m.—Dinner, Navajo Lodge.
11:00 p. m.—Dinner, Navajo Lodge.
12:00 a. m.—Dinner, Navajo Lodge.



Oregon Publisher

Convention Plans Ahead of Schedule
The Oregon Press Association will hold its annual convention at the Hotel Clatsop in Astoria, Oregon, on June 17-19. The convention will be held at the Hotel Clatsop, which is a new hotel and is one of the best in the Northwest. The convention will be held at the Hotel Clatsop, which is a new hotel and is one of the best in the Northwest. The convention will be held at the Hotel Clatsop, which is a new hotel and is one of the best in the Northwest.



Thank you, gentlemen

The official press association bulletins and publications whose mastheads are reproduced here are among the many which have commented favorably on our efforts to secure correct typographical treatment of our trade-mark "Coke."

We are thankful for the compliments, of course.

We should like, however, also to thank all other members of the working press who have heeded those efforts, with or without comment, by merely granting our trade-mark "Coke" an upper-case "C" whenever they use it in print.

For Coke, like Coca-Cola, of which it is an abbreviation, is a registered trade-mark of The Coca-Cola Company. Coca-Cola is Coke; Coke is Coca-Cola—and no other beverage.

Your continued co-operation is earnestly requested.

THE COCA-COLA COMPANY



Ask for it either way... both trade-marks mean the same thing.

COPYRIGHT 1949, THE COCA-COLA COMPANY

Southern Newspaper Publishers Association
LITTLE BAKER, JR., President
R. B. STAHLMAN, JR., Chairman of Board
OFFICES IN CHATTANOOGA, TENNESSEE AND DALLAS, TEXAS

Bulletin—Special
Chattanooga, Tennessee
October 23, 1948
EDITORIAL CONTENT
PUBLISHERS

OCTOBER 1, 1949



BIRTHPLACE OF A SALES PLAN: Back in 1930 this Rockford, Illinois store was the proving ground for a related-selling merchandising idea which set a pattern still followed by Quaker Oats. See letter (page 66) from Donald B. Lourie, company president, commenting on Moses' ideas.

Adventure with Aunt Jemina

BY LIONEL B. MOSES

Vice-President, Parade Publication, Inc.

In this, the first of a group of articles on merchandising, the author recounts the story of how Quaker Oats found an answer to the question, "What can we do at the dealer level to make our national advertising more effective?"

Early in 1930 Don Lourie, newly appointed advertising manager of the Quaker Oats Co., decided that grocers were not doing right by his Aunt Jemima, and he thought something should be done about it. He sent for me and asked if I had any suggestions to offer.

The product was good, the advertising was good, and the price was right. I told him I thought he would get better support from retailers if he did a better job of merchandising his advertising. He asked whether I could merchandise it better, and I said I could. He "hoped I knew what I was talking about." So did I.

Mr. Lourie wanted to know how I proposed to go about this, and I asked him to let me show him instead of telling him. He said O.K., and I

breathed a sigh of relief. I still don't know what I could have said if he had insisted on plans and specifications.

The Takeoff

When I left the Quaker Oats Co. office I did exactly what I have done ever since, whenever a merchandising problem has been submitted to me . . . and I record it here because it has proved successful, or at least helpful, in a gratifying percentage of cases: I went into executive session with myself and asked, "What would influence you to push sales of Aunt Jemima Pancake Mix if you were a grocer?"

I cannot emphasize too strongly my unshakable conviction that if salesmen, or advertising men, will do that one thing—do it honestly and objec-

tively, and stick with it until a sound and practical answer is developed—merchandising work based on that answer is bound to succeed . . . provided, always, that those three "musts" have been taken care of: good product, good advertising, right price.

Asking yourself the question is easy. Answering it, with an answer completely freed from rationalized self-interest, is not easy. Thinking is hard work. Objective thinking is very hard work. For some people, I doubt whether truly objective thinking is possible. I know many smart men who apparently cannot divorce self-interest from good judgment. Some of those men are highly successful—but I have never known one who was a successful merchandiser of advertising.

One of the oldest of old stories is that of the village dimwit who surprised everybody by finding the lost horse. He explained that he had "just thought 'Where would I go if I was a horse?'" He wasn't much of a thinker, but his thinking that time was 100% objective—and he found the horse. A good merchandiser doesn't have to be a master-mind, but

OUT IN FRONT...



A sure-handed jockey and a swift horse are vital to the winning of a race. And selecting the right newspaper and a sound merchandising program is equally essential to the success of a marketing campaign.

The Plain Dealer is the only Cleveland newspaper to cover Greater Cleveland and 26 adjacent counties—Ohio's two richest retail markets! This exclusive, low-cost coverage reaches an area responsible for almost two-and-a-half billion dollars in retail sales—more than one-third of the state!*

Cuyahoga County (Greater Cleveland) totals more than \$1,300,000,000—while the 26 adjacent counties total nearly \$1,100,000,000—a major market in itself!

If you are planning a marketing program for this area, the Cleveland Plain Dealer will help show you the way to greater sales volume!

* Retail Sales for Ohio in 1948 total more than seven billion dollars.



CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

OCTOBER 1, 1949

Built by Magnavox— Approved by Industry



The oldest name in radio brings you the best in audio-visual equipment. For details on new fully automatic models, write ILLUSTRAVOX, 2135 Bueter Road, Ft. Wayne 4, Ind.

DIVISION OF THE **Magnavox** COMPANY

 Can you afford to underplay the **\$250,000,000** (ANNUAL BUYING) **GOLF MARKET?**

Get full facts from **GOLFDOM**
JOURNAL OF THE WHOLE BUSINESS

GOLFing
NATIONAL PLAYERS' MAGAZINE
Chicago 5

FOR DETAILED REFERENCE DATA
INDUSTRIAL MARKETING'S
MARKET DATA BOOK NUMBER

NEW YORK • ALBRO C. GAYLOR
WEST COAST • ROY M. McDONALD CO.

WHEN YOUR SALES MEETINGS BECOME DULL AND HARD-TO-TAKE

It's high time to introduce new faces, new voices, and new ideas. Feature **GUEST SPEAKERS** selected for you by our **SPEAKERS BUREAU** and recommended because of their ability to stir and stimulate. Write today, indicating your meeting date and number of salesmen.

Sales Research Institute, 103 Park Ave., N. Y. C.

Mr. Philip Salisbury
Sales Management, Inc.
386 Fourth Avenue
New York 16, New York

Dear Mr. Salisbury:

Thank you so much for sending me a copy of Mr. Lionel B. Moses' article entitled "Adventure with Aunt Jemima."

In his customary fashion, Mr. Moses has given an honest portrayal of the facts as we remember them. I would like to add that his experience with Sanner & Johnson not only started us on a new merchandising plan which we followed for years with some success but it developed a pattern that enabled us to render a service to the retailer. Sanner & Johnson are still in business and doing a fine job on our products.

If Mr. Moses writes some other case histories, I should like very much to see them.

Sincerely yours,

DONALD B. LOURIE
President
The Quaker Oats Company

he does have to be able to figure out "where he would go if he were a horse."

The Landing

So my Aunt Jemima problem was "If I were a grocer, what would influence ME to push the sale of this product?" The answer, which took much longer to find than it takes to tell, was that Aunt Jemima would have to help me increase the sale of something I was specially anxious to sell if she expected me to become specially interested in her pancake mix.

That answer may look simple, but it wasn't. It came only after many other answers had been explored thoroughly and discarded for one reason or another. Most of them had been discarded because they would help Aunt Jemima first, with secondary benefits for the grocer. I would not allow myself to accept any answer unless it would help the grocer first, with help for Aunt Jemima as a secondary consideration.

May I urge a second—and thoughtful—reading of the above paragraph? Right there the answer lies for many salesmen, and advertising men, who blame retailers for not giving their product, or their advertising, the support they think it deserves. In practically every such case that I have investigated, it was disclosed that they had offered the retailer a promotion plan which might be of incidental help to him, but which was primarily

(and obviously) designed to help the advertiser. "The fault, dear Brutus, is not in our stars, but in ourselves."

After deciding on the basic merchandising idea, the next step was to learn whether more effective merchandising of Aunt Jemima's advertising could really help retailers to increase sales on items which all grocers were anxious to sell. Breakfast items, for obvious reasons, were the first products to investigate. Among breakfast items, meat and fresh fruits, heavy in dollar volume and high in profit margin, were at the top of my list. For a week I discussed this problem with chain store and super market managers, and with owners of independent groceries. Then I was ready for another talk with Mr. Lourie.

At this second meeting it was decided that my "pattern-cutting job" should be undertaken in a town or city which all Quaker salesmen would accept as a typical market... "If it works there, it should work in my territory." It should be in an independent grocery store of average size—not one with a high-salaried merchandising manager, but again "If it works in that store it should work with my customers."

The Test

Rockford, Ill., was the market selected. In Rockford I found, at Sanner & Johnson's, exactly the type of independent grocery we wanted.

SALES MANAGEMENT

Squarely in front of the door as I entered, there was a table about 30 inches wide and four or five feet long. On this table, a dozen or more items were displayed, each with a price tag—and a coating of dust which I estimated as at least two weeks' accumulation. Shelves were well stocked, with heavily advertised national brands predominating, and I was pleased to see a substantial meat department, with a competent-looking butcher (who turned out to be Mr. Sanner) presiding at the counter.

A wide-awake young man was taking orders at the telephone desk in the rear of the store. Two salesgirls were busy waiting on customers, and as soon as one was free, she asked if she could help me. I said, "No, thank you, I am just looking around." I continued to look until Mr. Johnson finished telephoning; then he asked if he could do anything for me.

I replied that I was not sure. I was making some tests, hoping to work out a method which would help independent retail grocers to increase sales on items they were especially anxious to move. This store had been suggested as an "experiment station," and I was just sizing it up. He "didn't see why this store wouldn't be as good as any other," and I said the trouble was that the only place this test could be made was on that display table at the

front, and the table seemed to be fully occupied. "Oh, all that stuff can come off," said Johnson. "What is this test you want to try?"

"Have you any breakfast item that you are particularly anxious to build up?" I asked him. "How about breakfast bacon? I see you have quite a meat department for a store of this size—" "Not bacon—sausage," Mr. Sanner chimed in. "We have our own home-made farm sausage, and we ought to be selling a lot of it, instead of a measly 20 or 30 pounds a week."

"That's perfect," I said. "We have a hook that will catch a lot of sausage sales for you if we use it right. Let's take a look at that front table and see if we can't build a good breakfast display with sausage, coffee, pancake mix, syrup, and some dummy butter cartons. Give me your regular prices, also your feature prices, on your sausage, your most popular brand of coffee, Aunt Jemima Pancake Mix, Log Cabin syrup, and butter. I have some good-looking Aunt Jemima advertising here—that's the hook I told you we could catch sausage sales with."

Cooperation

"Oh, so that's it!" said the alert Mr. Johnson. "You sell Aunt Jemima." "No," I replied, "I am not with the Quaker Oats Co. I work for one

About Mr. Moses, and His Adventures In Merchandising

For the past two decades Lionel Moses has worked with distributors, wholesalers and retailers on the merchandising of advertising, first with *The American Weekly*, and more recently with *Parade*. Like Jim Farley, he knows everybody, forgets few faces or names. There are few men in the country—if any—who have discussed selling problems with so many store and manufacturing executives, especially in the food, drug and toiletries fields.

SM has prevailed upon him to draw from his rich storehouse of memories and to write a number of articles which put the spotlight on specific ideas on how to extract the last penny's worth of value from the consumer advertising dollar.

His one reservation was that he feared he might sound pompous. "I don't take myself or my counsel too seriously . . . not that I don't want the lessons taken seriously." Seems that early in the game his wife saw to it that his ego didn't become over-inflated. When she learned that Mortimer Berkowitz was actually going to pay her husband for making speeches, she set him back on his heels with the remark, "If they know you as well as I do, they would make you pay them."

His "Adventures in Merchandising" will deal with the merchandising of advertising, with the use of advertising as a tool with which to secure dealer support.

PHILIP SALISBURY
Editor

AVAILABLE World's Largest Sales Force

through

SPECIALTY SALESMAN MAGAZINE



- Nation-wide, fully-trained
- No selling expense on your part
- Quickest way to National Sales
- Direct Selling is Big Business—a Multi-Billion Dollar Market

THIS BOOKLET TELLS IF YOUR PRODUCT IS SUITED TO DIRECT SELLING

Contains a wealth of how-to-do-it information for Sales and Advertising executives. Tells how you can recruit the largest sales force for your product. Write for your copy.



SPECIALTY SALESMAN MAGAZINE
307 N. MICHIGAN AVE. CHICAGO 1, ILL.

Sales influence . . . out to fit your market area

Reach your area of America's great influence market . . . intensively and economically in State Teachers Magazines. Select your coverage, state by state.

Ask Georgia C. Rawson, Manager, for new Data Book that tells how teachers influence thinking and buying by 26,000,000 youngsters and their parents.

44 MAGAZINES 786,000 SUBSCRIBERS

**STATE TEACHERS
MAGAZINES**

307 N. MICHIGAN AVE., CHICAGO 1, ILL.

of the publications they use for their advertising, and I have told them I think this advertising ought to be used to help grocers sell the things the grocers want to sell, not just to sell their pancake mix. I want to make this test to prove to them that their advertising can do this if it is used right. Want me to prove it here?"

Yes, they would like to do that—so we went to work. I asked Johnson to set up a display of sausage, coffee, Aunt Jemima Pancake Mix, Log Cabin syrup, and butter cartons on the front center table, while I went down town to have some signs lettered . . . "And make it a sausage display, with all the other items just riding on the sausage wagon."

When I came back with my signs, the display was up. Sausage was given the No. 1 spot, but a full case of Aunt Jemima was also displayed, and well displayed. Johnson explained, apologetically, that they did not have

enough Aunt Jemima for a good display, but he had telephoned the wholesaler to send three cases right away, and they had just been delivered.

Setting the Price

The prices they had given me added up to \$2.27 at regular prices, \$1.96 at feature prices, for a pound of sausage, a pound of coffee, a package of Aunt Jemima, a can of Log Cabin, and a pound of butter. My big sign for the table said: "Sanner & Johnson's Perfect Breakfast. This Week Only, \$2.07." Under this the items were listed, with the price of each and the \$2.27 total.

Johnson suggested a special price of \$1.89, but I objected. The idea, I explained, was to build profits as well as sales, and we showed a saving of nearly 10%, which I insisted was enough for this test. Both Sanner and Johnson were amazed. It was the first time anyone, soliciting a feature, had

ever suggested raising instead of cutting prices. My small signs, one for each of the two front windows, showed the Aunt Jemima advertisement above an invitation to "Come In and Ask Us About Our Perfect Breakfast Special."

My visit was made on a Thursday afternoon. I asked them to keep the display up through the following week-end—8 selling days—and to suggest the Perfect Breakfast to every customer, in the store and over the telephone, *after* she finished her shopping. I also asked them to keep a record of sales made—complete units and single-item sales—giving me this record when I returned 10 days later.

When I walked in on Monday morning, Johnson greeted me with, "Any time you want to make tests, just let us know. We sold 82 pounds of sausage, and would have sold more if it hadn't turned warm last Thursday." They had also sold 70 packages of Aunt Jemima, instead of the usual 12 or 15, and the record on coffee, syrup and butter was almost as good.

A few weeks later, with Quaker Oats Division Manager C. P. Clark. I told this story to a group of Quaker salesmen, and asked them what they thought was the most important thing accomplished. One young man said, "Aunt Jemima sales went up about 400%." I shook my head. "No," said another salesman, "the big increase in sausage sales was the most important thing." "Two clear misses," I told them. "The important thing was the sale of the salesman. I can walk into Sanner & Johnson's store any time I choose, and get a feature for Aunt Jemima. And so can you, in any store, anywhere, any time, if you convince the owner that you are trying to help him, not just trying to help yourself and your company."

The "pattern-cutting job," with photographs of the store, the displays, the signs, and a letter from Johnson detailing the results, was reported to Mr. Lourie, and for years periodical contests were scheduled in many districts of The Quaker Oats Co., with handsome prizes for salesmen who turned in the best "Sanner & Johnson promotion."

Mr. Lourie was pleased, but he didn't have nearly as much to be pleased about as I had. He could use this only for products of the Quaker Oats Co. I could, and did, use it for many years to get support for advertising on every type of merchandise . . . for I had proved the soundness of a basic merchandising principle. Show a retailer how your advertising can help him get something he wants, and he will use the advertising to help you get something you want.

To Sell



in the Canton, Ohio, market

a \$449 MILLION* CHUNK
of Northeastern Ohio



SUCCESSFUL NATIONAL ADVERTISERS

Use 100% COVERAGE OF CANTON HOMES . . . 99.3% CARRIER DELIVERED

The one, only, daily and Sunday visitor to 94,600 families in the AREA that's "home" to eight of the world's largest industries (surrounded by over 200 diversified others) yet contains Ohio's largest rural population.

A truly balanced market with consistent results for the established, excellent for tests. Represented nationally by Story, Brooks and Finley.



A Brush-More NEWSPAPER

*Ohio Management Survey
of Buying Power, 1948

Canton, Ohio
ALL BUSINESS IS LOCAL

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Industrial Market Guide. Published by Mill & Factory, 205 East 42nd St., New York 17, N. Y. Price, \$1.00.

This is the culmination of the Mill & Factory Industrial Trading Area Survey series, telling how many plants in each region, state and major industrial area have been found to have sufficient buying power to reward your advertising and sales efforts. All data are based on personal calls by salesmen of industrial machinery, equipment and supplies.

Bradford's Survey and Directory of Marketing Research Agencies in the United States and the World. By Ernest S. Bradford, Ph.D. Published by Christian E. Burckel & Associates, 33 Washington St., Yonkers, 2, N. Y. Price, \$5.50.

This study—the 1949, or fourth edition—by a member of the Marketing Department of Manhattan College, is no less important than its title. It covers independent marketing research agencies in New York City, agencies in related activities, the same types of agencies in Chicago, independent marketing research agencies in a dozen U. S. cities and several miscellaneous ones. The same ground is then covered for Canada, foreign countries and sidelights on marketing research work of trade associations and publications.

The Supervisor's Management Guide. Edited by M. Joseph Dooher and Vivienne Marquis. Published by American Management Association. Price, to AMA members, \$3.00; to non-members, \$3.50.

Aimed at assisting supervisors, foremen and other operating executives in industry to apply new developments in management methods for improving human relations in business, this study by the AMA is divided into eight sections and 20 chapters, prepared by 17 operating executives and specialists. The Guide presents case histories and discussions of successful supervisory programs and techniques developed by companies in all types of industry.

Lydia Pinkham Is Her Name. By Jean Burton. Published by Farrar, Straus & Co. Price, \$2.75.

This is the story of one of the most fabulous women in American industry's history. The saga of Mrs. Pinkham, her product and its rise to its present success is wittily told with insight into the times. No matter how you feel about the product, you can still "learn a lot from Lydia." Single-handed she built a patent medicine empire, crusaded for women's rights, ran her sprawling operations like an industrial general.

VUEPAK selling idea:



Use "sample size" packages of VUEPAK

to sell soap, cosmetics
...or what have you?

Here are exciting Vuepak suggestions that some enterprising manufacturer . . . or his sales promotion department . . . is going to use to speed sales, increase profits in today's buyer market.

Sample-size containers of Vuepak "sell" cigarettes, cosmetics, soap . . . or what have you? . . . when distributed free at stores, lectures, exhibits, plant tours; or when used by guests at hotels, restaurants, clubs.

Also, for your new product: a sample-size package in transparent Vuepak attached to the regular-size package shows customers what the new product looks like, gives them opportunity to try the sample and return the full, unopened package if not satisfied. Or, sparkling, sanitary Vuepak puts you one sales-jump ahead of competitors where a single *small* purchase (such as pharmaceuticals) is completely exhausted after a single use.

Whatever your product, investigate transparent Vuepak now for new selling ideas . . . and new profits. Economical unit packages like the one shown here have been developed from Monsanto VUEPAK by Plastic Artisans, Inc., White Plains, New York, and are adaptable to fast packing methods. If desired, printing may be carried on the transparent sliding top. For full information on these and other packages fabricated in VUEPAK, clip the handy coupon.

Vuepak: Reg. U. S. Pat. Off.



SERVING INDUSTRY . . .
WHICH SERVES MANKIND

.....

MONSANTO CHEMICAL COMPANY, Plastics Division
Dept. SMP 18, Springfield 2, Mass.

Please send me your booklet. "Package in Plastics".

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

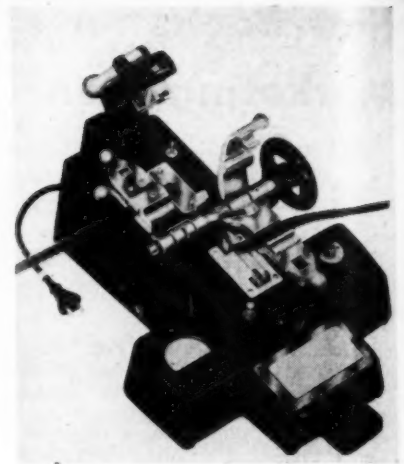
coming your way . . .

.....new stencil duplicating supplies that are specially designed for long reproduction runs and are especially strong for stylus work in drawing forms and illustrations are now on the market. Featuring a dull velvet finish, the stencil is said to provide excellent visibility, appearance and contrast. The ink is soluble in water, thus permitting an operator to wash off stains with ordinary soap and water. It is also miscible with other standard quality inks. The kit also includes a camel's hair brush, burnisher and correction fluid. The correction fluid is packaged to prevent evaporation and waste. The stencil equipment is being introduced by Underwood Corp., 1 Park Ave., New York City 16.

.....solderless terminal kit is made of Bakelite and Vinylite transparent plastic and its strong molded-in compartments provide for quick identification of different size terminals. One long compartment at the side accommodates the crimping tool. Solderless wire terminals are formed pieces of metal placed on the ends of wires to make an efficient, safe and easy contact with fixed terminals on electrical connections, switches and other electrical apparatus. The solderless part of the name designates that the wire can be pushed into a small sleeve (or tube) which is integral with the tube itself. The tube is then squeezed down with a

crimping tool, thus holding the terminal firmly at the end of the wire without need of solder. Designed for the maximum in service and appearance, the kit is a particularly useful item for garage or radio mechanics. It is light in weight, durable in construction, and resistant to chemicals. The kit is manufactured by Lynn Products Division, Vaco Products Co., 317 East Ontario St., Chicago 11.

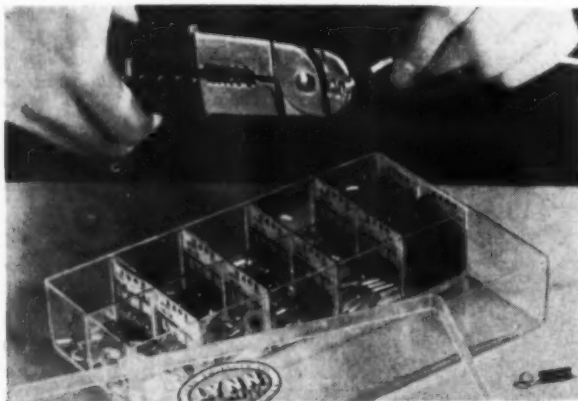
.....presto-splicer is a new machine for splicing 35mm and 16mm motion picture safety film and magnetic tape. It is claimed that the Presto-Splicer achieves the only splice which will hold up even under the "hot developing process" which is used for high speed reproduction of TV, newsreel and Ultrafax film. Simplicity of operation permits use of the machine even by completely unskilled persons. Splicing can also be accomplished in the darkroom. The machine handles all types of safety film bases, including the new Tri-Acetate stock. It can be used for raw stock, short ends and processing of amateur film. In addition, its use eliminates the need for clips or staples, saves many an exposed frame and gives perfect frame splices. The principle of this new model is a combination of controlled heat and pressure, applied in precise, automatically controlled time cycles. The splice is achieved without scraping, cementing or the usual procedures



SPLICING MACHINE handles all types of safety film bases including the new Tri-Acetate stock. Its use eliminates need for staples; saves many an exposed frame.

required in a conventional splicing operation. The splice itself does not add any thickness to the film, and the butt-welded ends produce a homogenous bond with no loss of either picture or sound. The machine can also be adapted for photogrammetric uses, for X-ray and numerous other applications. It is a development of the Prestoseal Manufacturing Corp., 38-01 Queens Blvd., Long Island City, N. Y.

.....steam-it, insulated counter model pressure cooker, is designed for frequent fresh food preparation. It offers the advantages of steam pressure cooking to smaller food service operators. The cooker combines maximum cooking speed with minimum fuel consumption and operates under pressure from 5 to 15 pounds. It is equipped with all standard safety devices plus an inside self-sealing door which cannot be opened when there is any steam pressure. Cooking is done in standard cafeteria pans, perforated or solid, depending on the food being prepared. In addition to filling a need in an establishment which does not have a direct steam supply, this gas-fired pressure cooker will fit into the plans of the large operator for specialized cooking, such as a la carte vegetables, lobsters, chickens, or french fried potatoes. The exterior finish is polished stainless steel and the interior finish is anodized aluminum. The Steam-It is a product of Food Service Division, Market Forge Co., Everett 49, Mass.



PLASTIC CASE is designed to hold solderless wire terminals and a crimping tool. It is light, durable and resistant to chemicals. Crimping tool has smooth, molded handles.



HAPPY WEDDING of beauty and utility



Illustrated: Milprint Lustra printed heat sealing aluminum foil.

*This insert produced by Milprint, Inc., Lithographing Division



Milprint heat sealing aluminum foil overwraps keep Wortz Crackers fresh by keeping moisture *out*. In Pioneer Frozen Food packages Milprint foil overwraps are used to seal moisture *in*.

Milprint designed, both packages are winning new customers in new markets every month. Here, indeed, is a happy wedding of beauty, for sales appeal, and utility for product protection.

Whether you package foods or fashions, novelties or notions, it pays to put Milprint skill, ingenuity and knowledge to work for you. Our large staff of creative artists and merchandising experts will work on your problems, utilizing the widest range of packaging materials and printing processes available from a single source. Call your local Milprint man or write today.

Use Milprint "Follow Through" service

Give your packaged products extra "push" at the point of sale. Milprint will plan and produce colorful, effective displays, cards, booklets, broadsides for you. Get them all at one stop — Milprint.

Milprint INC. OUR 50th YEAR 1949
PACKAGING MATERIALS . . . LITHOGRAPHY & PRINTING
GENERAL OFFICES, MILWAUKEE, WIS. • SALES OFFICES IN ALL PRINCIPAL CITIES

Printed Cellophane, Pliofilm, Acetate, Foil, Glassine, Plastic Films, Lithographed Displays, Printed Promotional Material



free



new, informative
BOOKLET with

- tips
- ideas
- samples

plus NEW WAYS to boost
your sales with PF decals

are you getting
all the advantages
of the 7 basic uses
of decals?

This wonderful, new booklet shows how you can use the valuable advertising space you own, at a very low cost; explains how your name and product can appear in free advertising space, and demonstrates how decals can be used to decorate and beautify a product, regardless of type or size. These and many other valuable uses and advantages of PF decals are fully described and shown in the new PF booklet.

You'll see how other well known firms in your own field use PF decals profitably... yes, actually put them to work... so that often one decal tells and sells for as long as five years without a change. This is one booklet you won't want to miss getting. It covers all phases of the decal field completely. In all probability it has the answer to just that "one question" about decals you've always wanted to know.

Free samples of PF decals are enclosed with the booklet so that you can try them for adherence and ease of application. Notice the bright, "true colors" the perfect registry and the especially sharp lines of PF decals... then visualize your own trade mark on a PF decal. Your business can profit from the 16 information-packed pages in this booklet. Send for your free copy today. Use the coupon below.

PALM, FECHTELER & COMPANY
Dept. SM, 220 West 42nd Street
New York 18, N. Y.

Yes! I want your new booklet. Please
rush my copy by return mail.

Please have your representative
call on me.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____
TYPE OF BUSINESS _____



**Palm,
Fechteler
& Co.**

NEW YORK, N. Y.
E. LIVERPOOL, OHIO
CHICAGO, ILL.



"TEL-SELL" display unit and newly designed display cartons by which Telechron, Inc., is marketing its clock assortments through jobbers to logical retail outlets.

CAMPAIGNS AND MARKETING

Birds Eye's New Media

An advertising campaign, said to be the largest and most extensive in the history of the frozen food industry, has been launched by the Birds Eye-Snyder Division of the General Foods Corp. Representing an approximate increase of 10% over last years' advertising expenditure by Birds Eye, the new campaign calls for the co-ordinated use of all major media during the last four months of 1949.

On the national level the frequency is being stepped up and the amount of space increased. Full-color spreads, featuring the quality of the Birds Eye line of quick-frozen foods, along with new recipes, are scheduled to appear in *Life* and *The Saturday Evening Post* on alternate weeks.

As a result of successful experimental tests in the Los Angeles area last fall, Birds Eye will make large-scale use of outdoor poster advertising for the first time in its 20-year history. These posters, which will include one voted first prize as the "best food poster of the year" at the 1949 Annual Exhibition of Outdoor Advertising Art, are scheduled to appear on more than 2,000 panels in 146 major marketing areas.

Another innovation in Birds Eye advertising this fall will be the constant use of television slots on 27 stations in as many cities. Both of Birds Eye's new media, outdoor advertising and television, are expected

to increase substantially the consumer identification of Birds Eye frosted foods as "the best in quality and value." This quality-value sales story will be fanned out further on the local level through Birds Eye's intensive use of radio announcements over 99 stations in 51 cities.

Rounding out the year-end promotional climax, advertisements featuring individual Birds Eye products are slated to appear weekly in 105 newspapers covering 90 cities. Point-of-sale promotion also will be increased through the introduction of a variety of window and store posters, and other store display material.

Howard F. Lochrie, director of marketing, points out that the entire advertising and promotional effort will be co-ordinated so that national advertising, local newspaper advertising, as well as radio and television stations and point-of-sale promotion material will provide multiple impact upon the consumer.

The agency: Young & Rubicam, Inc.

Vibro-Tool's Fall Drive

The Handicraft Division of the Burgess Battery Co., Lake Zurich, Ill., has announced its largest fall and winter advertising campaign to consumers. The advertising will feature the lower-price Vibro-Tool kits in newly designed "frame view" packages and the new Vibro-Sprayer. It is estimated that the new campaign will reach more than 11,750,000 consumers.

Full-page, two-color advertisements will appear during the fall and winter months in *Popular Mechanics*, *Popular Science* and other leading handicraft magazines. Such homemaking publications as *Better Homes and Gardens*, *House & Garden*, *House Beautiful*, and *The American Home* will carry quarter-page advertising through the end of the year. Two-color, full-page advertisements will also appear in *Hardware Age*, *Hardware Retailer*, *Hardware World*, and *American Paint & Oil Dealer*.

All advertisements will illustrate the new display-utility packages of the Vibro-Tool kits, along with the new lower price.

In addition to the magazine advertising program of the Burgess Battery Co., dealers throughout the country are advertising the Vibro-Sprayer in newspapers—in many cases full pages. This intensive dealer promotion includes full-page retail advertisements in *The American Weekly* and *Parade*.

All advertising heretofore has been institutional in nature, according to T. B. Swanson, sales manager of the company, but the new campaign is one of direct consumer persuasion, and includes coupons for informational inquiries. Responses will be answered with a new four-page, two-color circular on the Vibro-Tool and the Vibro-Sprayer. Other direct mail pieces include a larger four-page, two-color business paper release and a catalog page on the three new Vibro-Tool packages.

C. C. Fogarty Co., Chicago, is the agency handling the campaign.



LITTLE COLONEL cycling for Glenmore Distilleries Co. This animated display of the little trade character was produced by W. L. Stensgaard and Associates.

High Frequency and Highly Profitable Selling...in 17,500,000 Homes.

That's what Jessie's Notebook means to a long list of Food and Household Product advertisers.

Jessie's Notebook is the only specialized Food and Household Product Column written by a specialist.

A Service Column? Yes—but also a column that sells the housewife and keeps her sold. Jessie DeBoth who owns and writes Jessie's Notebook has spent her entire business life in successfully promoting Food and Household Products to women.

If you need greater market coverage, higher readership, more frequent advertising and a more potent appeal—and haven't a bulging budget—let's talk this over.

JESSIE'S *Notebook* by JESSIE DE BOTH

420 Lexington Avenue New York 17, N. Y.
Lexington 2-1434

5 No. Wabash Avenue
Chicago 2, Illinois
Financial 6-1051

YOU'LL FIND CHEMICALS FOR EVERYTHING FROM FERTILIZERS TO PHARMACEUTICALS IN OPD

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2957 Pages of Chemicals Advertising last year

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

May we send you a sample copy of
O.P.D.?



Oil, Paint and Drug Reporter

For Chemicals Buyers
The Market Authority since 1871

Schnell Publishing Co., Inc.
59 John Street, New York 7

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, Sutter 1-3568.

Whiz-Pak Campaign

American Safety Razor Corp., manufacturer of Silver Star Duridium Blades, has announced the marketing of its new Whiz-Pak double edge blade dispenser. The Whiz-Pak is designed to protect the blades so that none are exposed until ready for actual use. A simple push and pull motion of the chrome finished top feeds the blades into the razor.

Ten Silver Star blades are set in each Whiz-Pak and retail at 49 cents. There are 10 packed in a pilfer-proof counter merchandiser. Cost per counter merchandiser to the retail trade is \$3.50.

Whiz-Pak will be advertised in two-page, full-page, and 1,000-line advertisements during the months of October, November and December, in 123 newspapers and in 11 national magazines. The magazine schedule consists of *Life*, *The Saturday Evening Post*, *Look*, *Collier's*, *Esquire*, *Sport*, *True*, *Argosy*, *Field & Stream*, *Outdoor Life*, and *Sports Afield*. In addition, *The American Weekly*, *Parade*, and *This Week Magazine* will cover 69 major marketing areas with full-page copy.

Silver Star Whiz-Pak will also be featured on "The Cavalcade of Stars" television program in 10 cities starting October 8. In addition, over 5,000 radio commercials will be used in a period of one month.

During the fall 25,000 Whiz-Pak window displays are to be installed from coast to coast in picked locations. Also, several million book matches will be distributed.

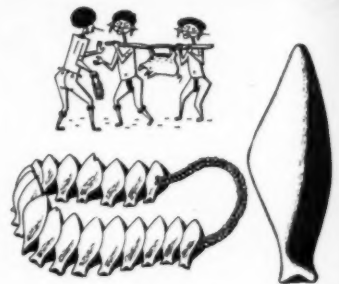
Ruthrauff & Ryan, Inc., is placing the campaign.

Atlantic's Sportscast

Regional networks totaling 126 radio stations are being used this fall by the Atlantic Refining Co. to cover its sponsorship of college, high school and professional contests.

This will be the most extensive radio coverage in the 14 consecutive years of Atlantic's sports broadcasting. The schedule includes outstanding college games to be played each weekend during the season from New England to South Carolina and westward into Ohio.

For the 10th consecutive year, Atlantic will sponsor television coverage of the Penn games at Franklin Field over WPTZ in Philadelphia. The television schedule also includes the home games of Boston College, using WNAC-TV, Boston.



THIS IS MONEY IN THE SOLOMON ISLANDS

If you could use porpoise teeth for money, as do the tycoons of the typhoon belt, financing your business would be relatively simple.

But in this country, dollars alone will do...the kind of dollars that Fidelity makes avail-

able to many businesses through its Commercial Department. If your business needs money, come in and talk it over. You'll find the financial resources you need, plus the advantage of sound advice based on varied experience.



FIDELITY-PHILADELPHIA Trust Company

BROAD AND WALNUT STREETS, PHILADELPHIA 5

Organized 1865

Member Federal Reserve System • Member Federal Deposit Insurance Corporation

GAY SERIES enlivens bank advertising for Fidelity-Philadelphia Trust Co. in *The (Philadelphia) Bulletin* and *The Philadelphia Inquirer*. Agency: Gray & Rogers.

Atlantic will have a staff of at least 65 trained announcers to handle the 1949 schedule. The company's program is being directed again this year by its agency, N. W. Ayer & Son, Inc.

Thor Corp. Promotion

The fall advertising campaign aimed at reaching 27,000,000 American homes has been launched by the Thos Corp., Chicago, producer of home laundry appliances.

Featuring the Thor Automatic Washer and the Gladiron, the promotion drive will employ major consumer magazines and four leading Sunday newspaper supplements. Two-color, full-page advertisements on the Automatic Washer and two-thirds or one-half page insertions on the Gladiron will be featured in *Good Housekeeping*, *McCall's*, *Parents' Magazine*, and *Woman's Day*. *Farm Journal* will carry a two-thirds-page advertisement on the Gladiron.

This Week Magazine and *Parade* will each publish two full-page advertisements on the washer and a half-page on the Gladiron. *The New York Times Magazine* and the *New Orleans Times-Picayune Magazine* each will carry two full pages on the Automatic Washer.

Earle Ludgin & Co., Chicago, is the agency.



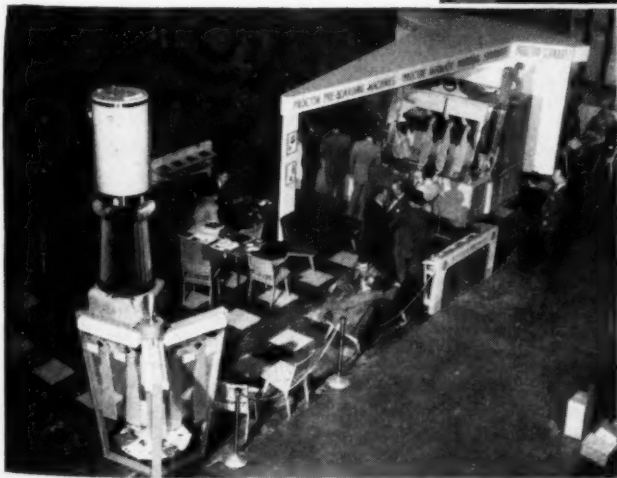
There's a Story Behind Everything

The Clear Rivers and Quiet Seas Boat is made of solid marble and rests on a huge boulder in a lake near Peiping, China. The Manchu Dowager Empress who used it as a summer pavilion ruled that visitors were not permitted.

✓ Write or phone
for your free copies of
INDUSTRIAL SHOWMANSHIP
and learn the latest
in display techniques
TODAY!



Proctor & Schwartz, Inc., makers of textile machinery, cordially welcomed all visitors to its exhibit at the Knitting Arts Show held at Convention Hall in Atlantic City recently. Thousands learned . . . through actual demonstration . . . the story behind hosiery finishing using P & S machinery.



PITTSBURGH . . . 477 Melwood St., Pittsburgh 13, Pa., MAYflower 1-9443
NEW YORK . . . 516 Fifth Ave., New York 18, N.Y., VAnderbilt 6-2621
CHICAGO . . . 1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT . . . 810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557

GARDNER
displays

Admiral's "B. P. I." Cuts Sales Costs, Wakes Up Napping Distributors

Based on an interview by Lester B. Colby with

WALLACE C. JOHNSON

Vice-President and General Sales Manager, Admiral Corporation

Admiral Corporation missed doubling its first-half volume by 6 percentage points. A factor in its newsworthy record is the sales control plan based upon the "Per Cent of U. S. A. Potential" column in SM's Survey of Buying Power.



MARKET FACTS TOO: Dealers know how many sets they should—and can—sell. Admiral gives them figures on market potentials which they fully respect.

Admiral Corporation didn't sell a single television set in 1947. The next year, in 1948, it sold \$25,200,000 worth of them. That was out of a total business of more than \$66,000,000. This year, with going good, Admiral hopes for sales that will top \$100,000,000. It has the facilities. Back in 1941 the company grossed only \$9,000,000 with a profit of a mere \$124,000.

How does Admiral sell its wares?

Not in the old way, time consuming and expensive, says Wallace C. Johnson, vice-president and general sales manager. It has found a quicker and more direct way, a technique that is fairer to its distributors and dealers, one that forces them to become live, up-on-the-toes merchandisers.

Ever hear of Admiral's "B.P.I."? That's the secret. B. P. I. is the pet name for what company executives otherwise know as its Buying Power Index, and that is little more than a special adaptation of SALES MANAGEMENT's Survey of Buying Power.

"It's a really a misnomer," says Mr. Johnson. "We do not use SM's column of estimates of Effective Buying Income. Instead, Admiral Corporation adopts for its sales purposes the percentage figure termed by SALES MANAGEMENT's 'Percent of U.S.A. Potential,' which is a weighted index that includes a combination of the factors (1) Effective Buying Income, (2) Retail Sales, (3) Population. Each of the 3,072 counties in the United States are then assigned a

portion of our anticipated production for the year based on this percentage breakdown. County percentages depicting the percent of national potential for each distributor are then interpolated by distributorship resulting in the territory B.P.I."

Mr. Johnson offered this sheet showing the break-down for Admiral's New York City territory:

County	National B.P.I.	Territory B.P.I.
Bronx	.998%	13.3%
Kings	1.918	25.5
Manhattan	2.413	32.0
Nassau	.373	5.0
Queens	1.058	14.0
Richmond	.122	1.6
Suffolk	.154	2.0
Westchester	.499	6.6
	7.535%	100.0%

"We allocate our products," says Mr. Johnson. "We do not send our men around asking our distributors and dealers how much they want to buy. We tell them simply, 'This is your share.' We say to them, 'You do not sell from our inventories. You sell from your inventories.' It reduces our sales effort and minimizes our sales costs. More, it gives them a clear picture of what they are expected to do. It makes better merchandisers of them. If a distributor or dealer is likely to nap, it wakes him up. Our B.P.I. becomes a prod."

In instances it has made an up-and-coming operation out of one that tended to lag. If a distributor or dealer is undermanned in the number of salesmen employed, this potential index serves as a yardstick with which to measure his force. A too-thin sales force easily can be pointed out and immediately augmented.

This is the basic plan but, of course, it is not hide-bound. If the market is 2% of the national B.P.I., the territory is allotted 2% of Admiral products in all lines. If a territory or a dealer does a superlative job of selling, he will not be held down to the

3 International Shoe Co. Divisions Sell With Spot Movie Ads in Theatres



3-DIVISIONS of International Shoe Company—Friedman-Shelby, "Red Goose" Shoes—Peters Shoe Company, "Weather-Bird" Shoes and Roberts, Johnson & Rand, "Poll Parrot" Shoes—all are using Spot Movie ads to sell their products as only Spot Movies can sell—with sight, sound, action—in color or black and white.



SPOT MOVIE ADS bring the product "alive" in movies that vie with feature pictures in quality and appeal. Spot Movies appear as short features in the regular program. Movie-goers can't miss them. They're relaxed, receptive to the dramatically-presented selling message.



SELLING POWER of Spot Movies can be focused on the local dealer with special "trailers" showing his name and address. Thus you can use this medium in selected theatres in a store's or distributor's trading area, or you can run Spot Movies nationally in over 13,000 theatres.



CHILD'S PLAY is the handling of a Spot Movie Program. Booking, billing, preparation of dealer "trailers" and all other details are handled by Movie Advertising Bureau Members. To sell hard, locally or nationally, get full details about Spot Movie ads in Theatres now.

ATTENTION SALES EXECUTIVES! Get all the facts about Spot Movie Advertising. Call or write for your free copy of *The Story of the \$100,000 Continuing Study of Theatres for Movie Advertising.*



NATIONAL OFFICES

NEW YORK 70 E. 45th St. Phone: MUrray Hill 6-3717	CHICAGO 333 N. Michigan Ave. Phone: ANdover 3-3022	NEW ORLEANS 1032 Carondelet St. Phone: Magnolia 4545
KANSAS CITY 2449 Charlotte St. Phone: Harrison 5840	CLEVELAND 460 Leader Bldg. Phone: Main 9333	SAN FRANCISCO 870 Market St. Phone: YUkon 6-6164

MEMBER COMPANIES

UNITED FILM SERVICE, INC. • MOTION PICTURE ADV. SERVICE CO., INC.

Three men who
must say **YES**

Builder

Retail Lumber
Dealer

Building Material
Jobber

You can reach and sell these 3 factors who control buying in Light Construction in every trading center and trading area through one publication — *American Builder*

1. Builder

Buys your product from the Dealer. American Builder reaches more than 50,000 builders

2. Retail Lumber Dealer

Supplies the needs of the builders. He demands that the jobber stock his requirements. American Builder reaches 13,000 dealers who control 85% of the total volume.

3. Building Material Jobber

He must be sold to stock your product for distribution to the retailer and on to the builder. American Builder reaches more than 900 executives and salesmen of the leading jobbers of the United States.

There is no larger or stronger group of volume buyers at the strategic points of sale than American Builder's 81,000 subscribers.

AMERICAN BUILDER CIRCULATION

the largest and most comprehensive in the field of residential, commercial and farm building

Contractors, Builders (all classes)	52,518
Lumber and Material Dealers etc.	13,968
Real Estate, Finance, Insurance	3,425
Commercial & Industrial Organizations	2,663
All Others	8,958
Total	81,532

Note: American Builder circulation 97.4% in United States, 2.2% in Canada: 0.4% Foreign

AMERICAN BUILDER

30 Church Street, New York 7, N.Y.
79 West Monroe Street, Chicago 3, Ill.
A SIMMONS-BOARDMAN PUBLICATION



For Stationery Salesmen: A Pat Sales Manual

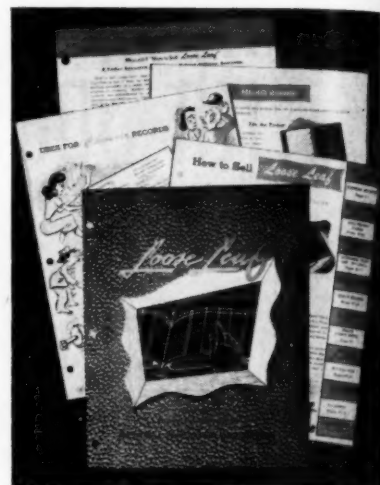
"How to Sell Loose Leaf" is the third manual in the National Stationers Association's series of manuals* to assist the stationery salesman in discovering and satisfying the loose leaf record needs of his customers.

This latest 76-page manual is printed in two colors and includes more than 250 illustrations, cartoons, drawings, and photographs to show the purpose and uses of the various loose leaf business forms, and descriptions of binders and accessories.

To help dealers in planning and conducting their sales conferences around the manual, a separate Leader Guide has been sent to them. It suggests time schedules and ideas for co-ordinating specific merchandise and local problems with the basic product information.

Included in the manual are four sets of questions to guide the individual salesman in his study. Each question is followed by the number of the page on which the subject is discussed. There are also six pages of glossary covering loose leaf terms and definitions, to help both the inexperienced and the experienced salesman to "speak the language."

* See SALES MANAGEMENT for June 15, 1949, "National Stationers Group Offers Informative Manuals as Sales Aids," page 106.



average. He can up his orders to meet his requirements. Production always can be stepped up. The point is that every distributor or dealer is *expected* to sell his allotment. If he doesn't, there are certain hows and whys that will be asked of him.

Merchandising on a broad scale is, after all, very much like operating an army in the field, Mr. Johnson observes. Nation-wide sales operations require privates, top-kicks, lieutenants, captains, major, colonels, and generals. They also require objectives. Without the command and the goal there are always those down the line who will goldbrick. That's only human and must be recognized.

Admiral's B.P.I. supplies the objective, a series of objectives, each of which must be enveloped and taken as a part of the over-all plan. The county-by-county setup spots every foxhole in the field of action and gives a time schedule which must be followed if the entire operation is to succeed. If one foxhole is not captured according to the time schedule then pressure can be applied at that spot.

Eighty-two distributors strategically located make up the various division commands. They are accountable to general headquarters in Chicago

and the dealers—each in his own small orbit—are accountable to them.

Television is so new and sales so furiously fast in spots that Admiral has found it impossible to follow here its over-all plan too closely. There has to be considerable give and take. Taking its B.P.I. as a base, and then taking the territory served by TV county by county, it has been able to do a fair job of it. However, because television is running wild in spots, it has been found advisable to make allotment re-checks monthly.

Television Not Spotty

Still, television is not as spotty as the unknowing might suspect. Sixty per cent of Admiral's national distributors are now selling TV sets and the dead spot cities are being eliminated with a speed undreamed of only a year ago. Again, television has come first to the densely populated areas and that is where both the population and the buying power of the Nation are concentrated.

"Television dropped down upon us so startlingly fast that we still have almost no experience to fall back on," says Mr. Johnson. "SALES MANAGEMENT's potentials did supply us with some groundwork to build on, and we



FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

SECOND: Effective Tacoma coverage can't be had with outside newspapers. Facts prove: in Tacoma, the News-Tribune *alone* can do the job.

Write for latest circulation and coverage figures—

or see

SAWYER, FERGUSON, WALKER CO.



used them to our advantage, but television even now is almost a daily performance when it comes to making readjustments. Anyway, our TV checks will give us something more tangible to work on come another year."

Mr. Johnson further pointed out that seasonally, yearly, and with changing times there are perils which can beset the finest Buying Power Index. These can be a steel strike which will upset the buying balance in, say, Pittsburgh, Gary, Ind., and Chicago; an automobile workers strike in Detroit; a coal miners' strike playing havoc in the anthracite areas or, could be, a national railroad strike. Then there can be such things as droughts or hurricanes which may raise hob with a whole section of the country. Or who knows what might happen if there should come a serious national business depression? The general sales manager, in spite of everything he can do, must keep an eye cocked for that one too.

Good Control Tool

Taken all-in-all, however, he says he feels confident that no better tool for control has ever been developed. To nail that statement down, he says that it works this way:

1. The county-by-county B.P.I. gives the general sales manager 3,072 targets in the Nation. By using it he can figure just how much he should sell, in units or dollars, during the year in each. He can lay the whole country out in front of him, like a gigantic checkerboard, and tell where to make his moves.

2. By following through and marking performances, county-by-county, by code or symbol, he instantly can find his weak spots and take steps to strengthen them. If he does his job properly there cannot be one neglected spot. If he checks monthly no area can be neglected long.

Admiral Corporation has 14 regional men who call regularly on its 82 distributors. If a weak spot develops the regional man in that territory is informed and he is expected to make an immediate check to find the cause. Remedial steps follow. Subsequent checks will quickly reveal, as surely as night follows the day, whether the regional man is doing his job to compel corrections.

Admiral's first check is this: *Is the distributor taking his allotments?*

Allocation—and does he take it—thus becomes the measuring unit by which Admiral works its slide rule. If any distributor fails to take his allocation of goods, then it is time to make a study of his territory to determine why. Only by determining the cause



FIRST: The Tacoma-Seattle retail trading zones—the "Puget Sound Circle"—account for 55% of Washington State's total business volume. You must have *full* impact in this market—and you get that impact *only* when Tacoma, too, is effectively covered.

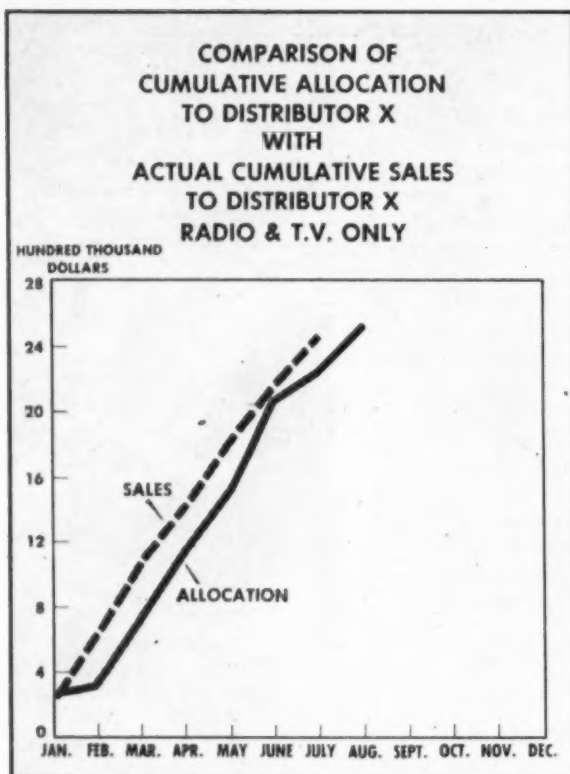
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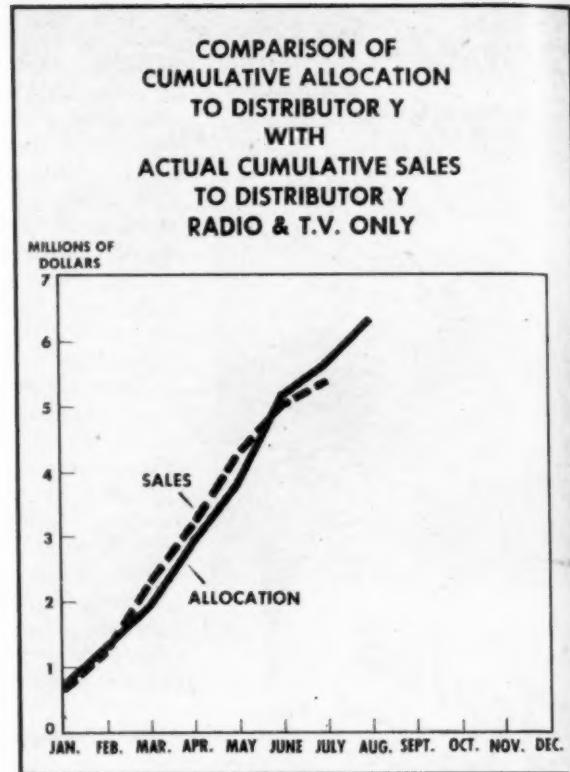
or see

SAWYER, FERGUSON, WALKER CO.





THIS DISTRIBUTOR'S cumulative sales have kept ahead of his cumulative allotments. He is due for an increase in allotments. His sales ability is high.



DISTRIBUTOR Y is due for a check-up by regional man. Early in the year and again this summer his sales fell below allotments. He is due for prod.

can correction be made.

Early in this article, to illustrate a point, the eight counties in the New York territory were selected. The table shows the percentage allocations denoted as the National B.P.I. and the Territory B.P.I.

Admiral Corporation ships to distributors proportionately under its National B.P.I. Each distributor ships to his dealers under the Territory B.P.I. proportionately under that column's percentages.

As the figures on shipments are quickly and easily available at all times it is a simple matter to put a finger on any and every failure to function according to plan and schedule. In the home office the check looms as a signal which says: *Men not working!*

There is no utopia in merchandising. There isn't a salesman living who doesn't need some sort of control to drive him on. Human nature being what it is, a time schedule is always necessary. Some force must walk behind every man to spur and prod him. This statement excepts no one. Admiral's allocations under its country-by-county B.P.I. constitutes this force. It makes better distributors, better dealers, and better dealer salesmen.

Admiral's sales operational chart is laid out in this manner:

It has 14 regional sales managers.

These work with 82 distributors.

The distributors employ approximately 600 salesmen.

The distributors salesmen call on some 27,000 dealers.

Each dealer employs salesmen according to his needs.

Then, approximately 25% of Admiral's advertising appropriation is meted out for cooperative advertising. This is allotted very closely, by territory, according to local B.P.I. figures. Cooperative advertising is placed in the main in local newspapers. The division of costs works this way: Two cents are added to each dollar of billing to the distributor. Two cents for each dollar of billing is matched by Admiral.

Such local newspapers are used as the distributor and dealers may suggest, but after O. K. by Admiral's advertising manager who is counseled by the company's agency. The key to the amount invested locally in each instance is governed strictly by the dollar purchases of the dealers which follow, very closely, the allocations of products under Admiral's B.P.I.

"While it is a simple thing for a distributor or a dealer to run over his figures and find out how much he *has been selling*," says Mr. Johnson, "it is another matter for him to know how much he *should sell*. Can you imagine

any number of distributors, or any group of dealers, about 27,000 in our case, checking potentials to determine their logical share of the market. They could do it but they won't.

"Some of our distributors, and many of our dealers, have told us in all frankness that they had seriously underestimated the possibilities of their territories. Some who were mediocre, once their eyes were opened to their opportunities, have become enthusiastic and have done remarkable jobs.

"Of course there have been some among them who, when we informed them what their allocations would be, complained that we were forcing them. Some said the goods could not be sold. However, when we pointed out to them that we were expecting them to sell only their share, no more and no less, they lost their argument and settled down to function.

"Many have thanked us for opening their eyes. Others have told us, with apparent sincerity, that our requirement to accept and sell their proportionate share under our B.P.I. program, was the best thing that ever happened to them. And, by the goods they receive and sell, they know at all times whether they are poor, average, good or better merchandisers. That knowledge, which comes automatically under our system, is a measure of their workmanship and a good."

The mailing tube that leads a fuller life!



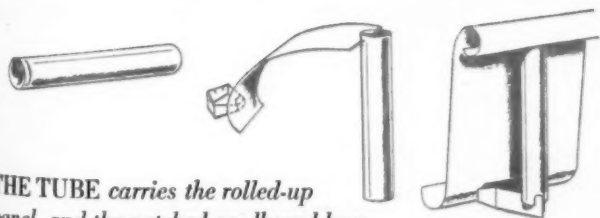
CARDBOARD...to the display business is what brick is to a bricklayer, timber to termites, salt water to the Navy, and mashed potatoes to a large family. We spend our business lives and some twelve-hour days thinking, dreaming and working with it.

Then up pops a stranger with a slightly colossal cardboard idea. He builds vacuum stacks or something, doesn't know displays from Bullfinch's mythology—thought they were made just by tracing projected lantern slides!...It was all very embarrassing. But we overcame our embarrassment in time to buy the rights to the idea.

You know what a mailing tube is—just cardboard in cylindrical form? Well, this tube becomes the vertical standard for the rolled-up display panel it carries. A small notched V base keeps the tube erect. The display hooks to the top rim, and is secured at the base. The tube delivers, supports and stores the display...can also carry samples or actual merchandise at the same time—bottles, jars, tubes!

THIS roll-up display is really novel, has a lot of distinction, *je ne sais quoi* and stuff! Costs a lot less than standard displays, too. First come, first served—though envelopes carrying the name of old customers do get opened ahead of others.

We are not restricted to roll-up displays this season...have some nifty notions on animation, etc., etc. Also jumbo floor stands. And plain two-dimensional displays. Always a pleasure to show them—and you!



THE TUBE carries the rolled-up panel, and the notched cardboard base which supports the tube in a vertical position... Rear view of erected display is shown.

Einson-Freeman Co.

Never-inert-to-new-ideas-lithographers

STARR & BORDEN AVES., LONG ISLAND CITY 1, NEW YORK

Union Fights for Sales, Raises War Chest for Ads

A \$15,000 union-financed advertising campaign not only prevented summertime layoffs of its members in Minneapolis, but increased the number of drivers needed for home delivered milk. Is this a new trend in union attitudes?

A business-conscious labor union in Minneapolis has done something about its employer's seasonal slump in business.

Milk Drivers and Dairy Employees Local 471 raised \$15,000 and put on a sprightly advertising campaign to stabilize employment by increasing home delivery of milk during the summer when it normally declines. Results were so good that it is suggesting a national campaign.

The union membership long had been plagued with a summer decline in home delivery of dairy products—vacations and various other causes—with resultant decrease in employment. During slack periods drivers often drifted into other lines of employment and the union suffered.

The problem was discussed during several union meetings and Gene

Larson, secretary of the union, suggested that a "war fund" be established to launch an aggressive campaign. Drivers contributed \$1 from each check during the campaign and the fund topped \$15,000.

An advertising agency was retained to prepare a series of advertisements which appeared in daily newspapers in Minneapolis and in labor publications, supplemented by outdoor posters.

In the original series of 11 advertisements, cartoon technique was employed to show how people get into trouble when they make their own milk deliveries. One advertisement showed a youngster walking a fence as he precariously balanced a milk bottle in each hand.

Each advertisement was titled: "There Is a Better Way to Buy Dairy Products."

Another phase of the series of advertisements showed typical customers, speaking directly to the reader and reminding him of the advantages of home-delivered milk. To preserve the milkman's identity in the advertisements, a small line drawing of a smiling milkman was included in a corner of the sketch.

The time spent by persons running to and fro with empty and full milk bottles was another avenue of attack. Calculations in a series of advertisements showed an average householder devoting about 20 minutes a day to bringing dairy products home and returning empty bottles to the store. This was added up to show approximately 12 days a year. A workingman asked in an advertisement: "Want an extra two weeks off?"

The advertising campaign was switched to an institutional theme preceding elections to show the friendly milkman urging his customers to vote. One advertisement pictured a cow, with this catch-line: "I'm registered, how about you?"

Posters Stress Service

Posters used in the union campaign stressed the service given by the milkman. A smiling milkman was shown in the foreground with a human interest scene in the background.

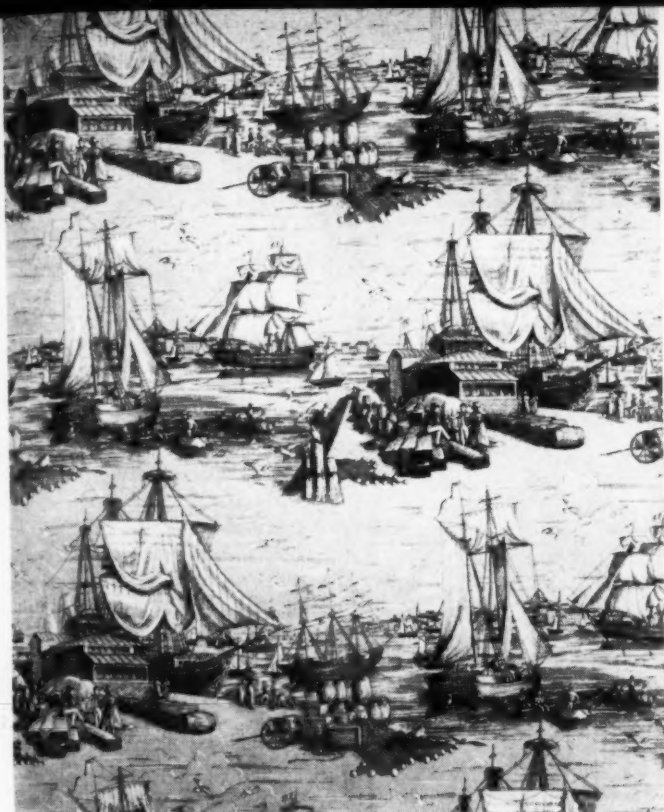
Mr. Larson reports that the union received many favorable comments on the campaign but that the benefits can be measured in a more substantial manner. Volume of home-delivered dairy products showed an increase which not only kept the driver staff intact at a time when it usually was reduced, but resulted in 10 to 15 new drivers being added.

Ray Ewald, dairy operator, reports that improvement in relations between the union and all dairies operating in the area is more important than the increased business. "It showed that employers and employees can work together to mutual benefit," he points out. "It has taught drivers to be more alert for new customers. It is a fine example of good-will between companies and drivers."

Mr. Larson says that "it is simply a matter of doing a better job of merchandising, and management presumably can do a better job with the help of the union. The union would like to work with management on the problem 12 months a year. It makes more jobs, and jobs are what make America's economy move. In future advertising we would like to stress that the American public wants conveniences, and home delivery of dairy products is a convenience."



EVERYBODY MEETS THE MILKMAN: There are customer benefits in home delivered milk. Sprightly copy on outdoor posters, daily newspaper and labor publication advertisements carried the reasons why directly to consumers in this \$15,000 union-financed campaign.



WATERFRONT MOTIF: Designed for distinctive interiors, this unglazed, double warp cotton fabric has the detail of a fine engraving. It comes in red, lime, nutmeg, gold, aqua and fog blue. This pattern is called "New England Harbour." Designed by Albert Richard Stockdale, it is one of the "American Scenes" series. Marketed by Greeff Fabrics, Inc. Sold through interior decorators.

NEW BUSINESS MACHINE: Marchant's "Figuremaster" features phantom touch with Tenite keys which are double-molded for clarity and permanence of insignia. Columnar divisions of the keyboard are indicated by alternate colors of soft green and ivory. Base is in gray.



Designing to Sell



STREAMLINED TOASTER: New addition to the line of Camfield appliances is an automatic pop-up toaster with controls that work from either end. This latest model includes a mechanism which compensates for common local voltage fluctuations.

MOTOROLA TELEVISION SET: The "Bilt-In-Tenna" makes it ready for operation as soon as it is plugged into AC house current. High voltage picture tube provides brilliance and clarity combined with 25% more viewing area for the audience.



Government Leaders Address N. S. E. Board In Washington

Sales mission to Britain under N.S.E. sponsorship is announced. Government men stress importance of distribution in sustaining a healthy economy, and need for creative salesmanship to bridge gap between producer and buyer.

As a step in the direction of sharing American sales know-how with the British, a ten-man sales team will visit England and Scotland in February, 1950 under the aegis of National Sales Executives, Inc. N.S.E. was asked for the mission by the Incorporated Sales Managers Association of Great Britain, its British counterpart.

Decision to sponsor the American group visit was taken at a September meeting in Washington of 125 board and corporate members of N.S.E. and members of the National Distribution Council, official advisory body representing organizations in distribution to the United States Department of Commerce.

Joint Council?

N.S.E. President Robert Whitney said he expects the sales-mission idea to develop into an Anglo-American Council on Distribution similar to the United States-British Productivity Council. The productivity group has been improving British production methods so British products can better compete in world markets. A British sales group will come to this country in the spring. The British sales managers' association is urging Sir Stafford Cripps to help set up a joint sales body to parallel the productivity council. ECA is said to favor the idea, as does Treasury Secretary John Snyder.

Those who addressed the Washington meeting of N.S.E. were: Thomas McCabe, Chairman, The Federal Reserve System; Lowell B. Mason, Acting Chairman, Federal Trade Commission; Major General Alfred M. Gruenther, Deputy Chief of Staff, U. S. Army; Charles Sawyer, Secretary of Commerce; George S. Jones, Jr., Chairman of the Distribution Council, U. S. Department of Commerce.

Maurice Tobin, Secretary of Labor; John W. Snyder, Secretary of the Treasury; Edwin G. Nourse, Chairman, President's Council of

Economic Advisors; Donald G. Mitchell, President, Sylvania Electric Products, Inc., Chairman, N.S.E. Public Relations Committee; John C. Wilson, Vice-President, National Cash Register Co., Chairman, N.S.E. Committee for the Salesman; Charles E. Love, General Sales Manager, International Business Machines Corp., Chairman, N.S.E. Committee for the Sales Executive; Arthur H. Motley, Publisher, *Parade*, and N.S.E. Board Chairman; Robert A. Whitney, President, N.S.E.

Activities began with a telecast discussion program over Station WOIC on the place of selling in the economy.

Thomas McCabe, in his address before the group, expressed the belief that retail prices have lagged too far behind wholesale prices. He said there has been a 20% drop in sensitive commodity prices, a 10% drop in general wholesale prices, but only a 2% drop in retail prices. This is too much of a lag, he said, and it is up to sales organizations to get retail prices down.

Emphasize Merchandising

The merchandising side of American business, he emphasized, must take the role in the next few years that has been held for the past nine years by the production side, in order "to make sure that we have nothing of a serious nature happen to our economy."

Stating that he is optimistic about the current business situation, Mr. McCabe noted that the curve is on the upgrade during the third quarter. He said he anticipated that business would take slight upturns and downturns in the immediate future, without any drift into a depression.

Secretary Sawyer pointed out that the number of jobless dropped 406,000 during August. He mentioned that investments in state and municipal public works, now running at the rate of \$3,500,000,000 a year, are a factor to sustain the economy.

He reviewed his meetings with business and labor union leaders in critical employment areas. A most encouraging omen, he said, was that with only one or two exceptions, labor leaders seemed just as optimistic as business people and were equally anxious to have Government try to solve the employment problem by taking measures which would stimulate business activity rather than undertaking relief or make-work programs.

Mr. Sawyer concluded by saying that the future of the economy depends in large measure upon the efforts of sales executives and sound distribution practices.

Recovery Factors

After referring to encouraging evidences of a seasonal upturn in business, Dr. Nourse pointed out that there are still some elements of uncertainty in the business outlook. He said that while the economy has a number of supports which it has lacked in the past it is not, in his opinion, depression-proof. However, provided major strikes can be avoided and the international financial and exchange problems of the British alleviated, there are several non-recurring recovery factors which should help to keep the economy on an even keel through 1951.

Referring to Mr. McCabe's statement that the consumer had not felt the full benefit of the drop in wholesale and commodity prices, Dr. Nourse expressed the view that the process of disinflation has not yet been completed. He said that the distributor has returned to a position of prime importance under the buyers' market, and he urged that sales people exercise the function of reporting to management what price lines, quality, and varieties of goods they find the consumer wants.

"There is a great opportunity ahead for American salesmanship," Secretary of the Treasury Snyder told the N.S.E. group. "There is the purchasing power—\$210 billion in liquid assets in the hands of consumers, and \$65 billion available for corporations to spend on expansion and improvement of plant. America has demonstrated it has the production facilities and capacity. Salesmanship of the highest quality and order

Your Best Rural Customers Read Country Gentleman

-AND THEY PREFER IT!

COVERAGE of a magazine is important... and Country Gentleman's 2,300,000 circulation is concentrated among the top-half farm families who earn 90% of the nation's entire farm income.

PENETRATION of a magazine is even more important... and because Country Gentleman provides more help for better farming and better living, its readers find it more useful and prefer it over all other farm magazines.

PREFERENCE for Country Gentleman was revealed in a recent survey by National Analysts, Inc. Readers were asked: "If you read more than one of these magazines, which one do you like best?" Here are the results:



These findings are based on replies of persons reading two or more of the four leading farm magazines. Since two or more of these magazines were received in each home, all had equally good opportunity to be selected as the one "liked best."

The best people in the Country

turn to Country Gentleman
for Better Farming, Better Living



In over half of all U. S. counties, Country Gentleman circulation exceeds that of the biggest weekly and biggest women's magazine.

is needed to bridge the gap between production and purchasing power.

"The present buyers' market is vastly more challenging and can be vastly more rewarding, financially and otherwise, to the salesman who realizes what is at stake."

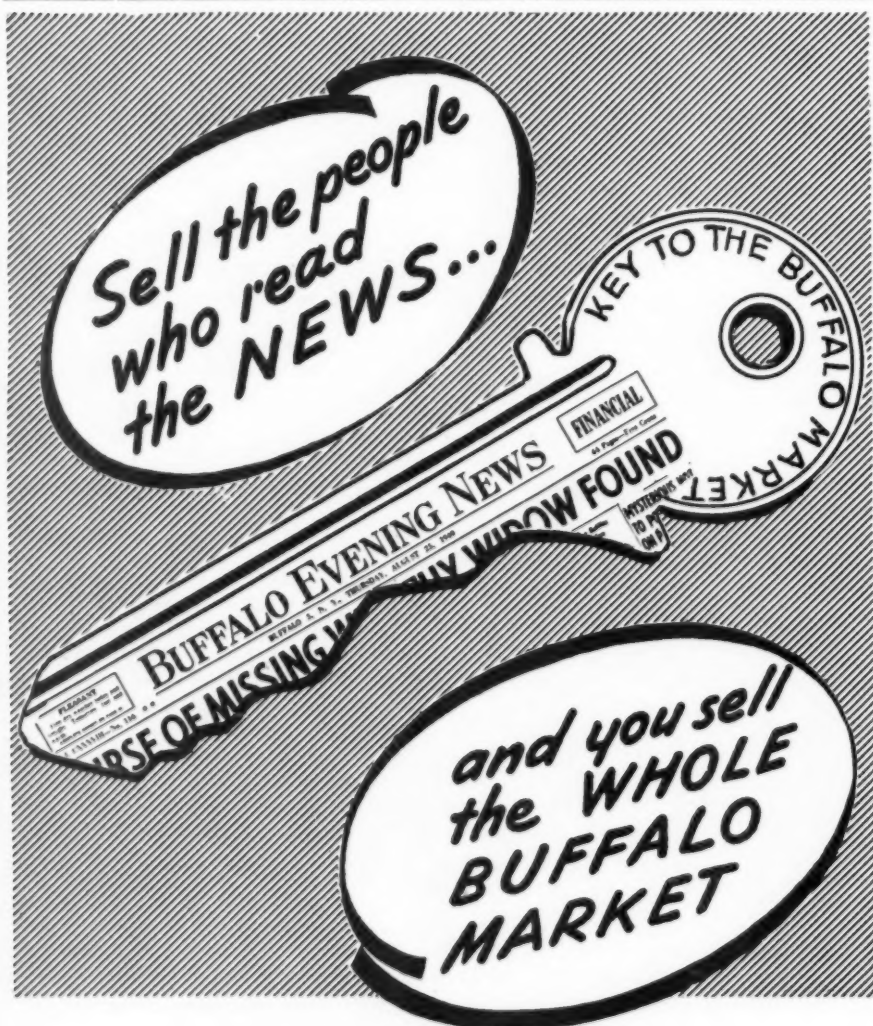
"Stalin is counting on a depression in America to prove his system superior to free enterprise," said Secretary of Labor Tobin. "It is squarely up to the sales people of this country to prove him wrong . . . In recent years we have learned how to protect the economy from severe ups and

downs. We have learned that consumer purchasing power and stimulation of consumer wants is a most important factor which cannot be offset by industrial purchasing alone. Because of the importance of consumer buying, the Fair Labor Standards Act was a land-mark in Government floors under purchasing power. The present effort in Congress to increase the minimum wage should provide the kind of prop the economy ought to have."

Many of those who attended the N.S.E. meeting joined a group of 1,500

at an N.S.E. Sales Rally sponsored by the Washington Sales Executives Club, Thursday, September 8. This is one of more than 30 rallies being held in major cities, under N.S.E. during the year, the purpose of which is to inspire local sales forces by stressing the significance of their work and explaining the important role they play in the economy.

Featured speakers at the rally were Arthur Motley and Jack Lacy. Said Motley: "The glorious years of the gravy train are over, but if you're good, this is a salesman's paradise we're moving into."



98.6% city zone coverage

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher

"Western New York's Great Newspaper"

KELLY-SMITH CO., National Representatives

Chevrolet Spotlights Its 1949 Line

Chevrolet dealers are now using a six-sided miniature "Little Theater" to demonstrate body styles and color combinations to prospective customers. Small scale models revolve on the stage, each one gradually spotlighted as it appears on the stage.



THEATER: The big show theater idea clicks in dealer show rooms.

Built on a 1/25th scale, they're presented in a variety not previously undertaken by an automobile company. A convertible, for example, is available as well as scale models of coupes and two and four-door sedans in both the Styleline and Fleetline Chevrolet series of cars. There are 14 models and 11 colors.

The miniature theater is constructed of heavy cardboard, and Chevrolet ships it knocked down, with instructions for easy assembly by dealers. Fixtures include two ordinary light bulbs and sockets for illuminating two stage openings and an electric motor to power the revolving platform.

SALES MANAGEMENT

Readers' Service Can Furnish These Reprints

Please send remittance with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW PRINTS

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

195—How to Keep a Sales Meeting from Falling Into a Coma. (Price 10c)

194—Direct vs. Jobber Distribution: An Appraisal of the Pros and Cons, by W. C. Dorr. (Price 35c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

191—Why Nine Out of Ten New Products Fail, by Peter Hilton. (Price 10c)

190—Your Biggest Sale: Management's "O.K." on the Sales Budget, by L. T. White. (Price 10c)

187—Shall We Display and Advertise Price? Public Says Emphatic "Yes!" (Price 10c)

185—How To Improve Your Ability in Public Speaking. (Price 10c)

183—A Primer for Selecting Colors with Sales Appeal. (Price 10c)

182—Eight Vital Factors in Point-of-Sale Promotion. (Price 50c)

MANPOWER PROBLEMS

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How To Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

166—65% of the Men We Hire Now Stick and Succeed, by George L. Todd. (Price 15c)

165—Ten Ways to Avoid Aimless Interviews with Sales Applicants, by Lewis Llewellyn. (Price 10c)

145—Five Yardsticks for Measuring a Salesman's Efficiency, by Richard D. Crisp. (Price 25c)

142—Paying for Sales: Some Compensation Principles and Practices. (A portfolio of 13 articles.) (Price 75c)

SALESMANSHIP

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

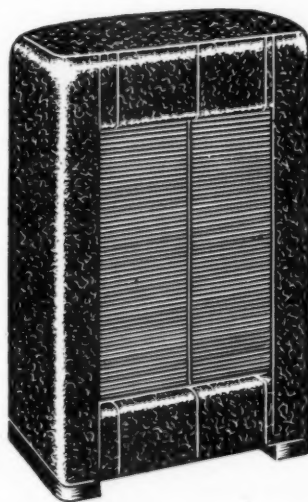
172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 10c)

170—How To Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 65c)

For a complete list of available reprints, please see page 64 of your June 1, 1949, issue.

HEATING APPARATUS



Nashville Chamber of
Commerce figures.

adds more than
\$3,250,000

annually to the
buying power of
the "Money Town"
of the South.

Reach this prosperous
market through two
great newspapers.

Nashville Banner
Evening

The Nashville Tennessean
Morning-Sunday

Newspaper Printing Corporation, Agent
represented by the Branham Company

NASHVILLE
The "MONEY TOWN" of the South



**It all adds up
to an \$18 Billion
Market!**

**... AND YOU NEED PB TO
SELL THE WHOLE MARKET**

The building market is everywhere—in big cities, small towns and rural areas. You can't cover it with halfway measures. To sell the *whole* market, it takes PRACTICAL BUILDER, because PB reaches more contractor-builders (big, little and medium-size operators)—because PB's "how-to-do-it" editorial formula builds the kind of readership that *sells* building products for manufacturers. Investigate before you invest!

FREE—Write today for your copy of new PB Data Sheet with chart showing metropolitan vs. non-metropolitan building.



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Shop Talk

Holman and His Creed

Those of you who read "The Salesman's Creed" which I quoted in this column in the September 1 issue may be wondering if I succeeded in identifying the author. I have—thanks to letters from several men who either knew Mr. Holman, or knew of him.

Around the turn of the century, Holman was associated with the National Cash Register Company. Later he became editor of a magazine called "Salesmanship" which was purchased in January, 1909, by Arthur Frederick Sheldon and merged with "The Business Philosopher" published by the Sheldon University Press for the Sheldon School. Holman continued as associate editor.

Holman was also the author of "Ginger Talks" and "600 Talking Points and Selling Arguments," both of which were published by the Sheldon Press. In the early 1940's, "The Business Philosopher" was acquired by E. M. Miller, now vice-president of the Human Engineering Institute of Kalamazoo, Mich.

Mr. Miller writes that he believes, in view of these facts, that he is the copyright owner on at least some of Mr. Holman's writings. If, after a check-back on the facts, it appears that this is the case, Mr. Miller tells me, "We will be delighted to cooperate with you in making the Creed available to your readers."

If the copyright is thus cleared, SALES MANAGEMENT will arrange to print "The Salesman's Creed" in the best format we can design, so that it will be suitable for framing. So just sit tight—and watch for a further report in this column.

"The Mature Mind"

I believe I can do our readers no greater service, in the remaining space in this fortnight's Shop Talk, than to make a whole-hearted recommendation that they visit the nearest bookstore to buy a copy of a new book called "The Mature Mind," by H. A. Overstreet. I regard it as something of a landmark in contributions to man's understanding of himself and his fellow-men.

Harry Overstreet is a San Franciscan by birth, was educated at the University of California and Oxford. For many years he headed the Department of Philosophy at the College of the City of New York. Today he devotes himself to lecturing and writing. The book jacket says of him:

"Mr. Overstreet has always been deeply interested in social and economic questions and at one time gave up his academic position and worked in factories and industrial plants as a laborer, and also went on the road as a salesman, making a tour of factories throughout the United States. Although his own work has been in the realm of ideas, he has, nevertheless, taken a most active part in the broader life of his time.

"His ever-increasing popularity rests on a very firm foundation. He has the faculty given to few of being able to analyze abstract theories in concrete terms. His readers and hearers gain impetus toward more effective living whether in business or professional life, as parents, as citizens, or simply as human beings."

(Mr. Overstreet is the author of four earlier books: "About Our-

selves," "Influencing Human Behavior," "Our Free Minds," and "A Declaration of Interdependence." "Influencing Human Behavior," written in the early 1920's, has, for years, been on my list of books that should constitute basic reading for all sales executives and salesmen.)

In making clear his concept of the mature mind and in developing his discussion of "why our human affairs are so fearfully out of joint," Overstreet quotes a great psychiatrist, G. B. Chisholm: "So far in the history of the world there have never been enough mature people in the right places." Then he proceeds to define the maturity concept, to set up criteria for judging maturity, and to examine, in the latter part of his book, "The Forces That Shape Us."

Says the author: "We might say that a person is properly maturing—whether he be five years old or fifty—only if his power over his environment is matched by a growing awareness of what is involved in what he does. If his powers of execution forge ahead while his powers of understanding lag behind, he is backward in his psychological growth—and dangerous to have around."

"... the most dangerous members of our society are those grown-ups whose powers of influence are adult but whose motives and responses are infantile."

Overstreet is a skilled writer who knows the value of talking in terms of familiar human experience. He brings his theories down into the realm of everyday living... into our home life, our business life, our social life. He reveals the great breadth of maturity concept by devoting one whole chapter to the two biggest problems facing the world today: the Atomic Bomb, and what to do about Russia.

In his examination of "the forces that shape us," the author seeks out—in business, politics, communications, the home, the school and the church—those elements which on the one hand contribute to the growth of maturity in human beings, and on the other, the elements which inhibit that growth. He talks about your business and mine... about news and soap opera... movies and school examinations... about the religious concepts that are a part of all of us.

Being essentially a practical psychologist, Overstreet's last chapter is called "What We Ourselves Can Do." Up to that point, as the author's thesis develops, the reader may have come to feel a sense of desperation about the state of human society which is what it is because of our historical and cultural backgrounds and because of the great contradictions inherent in our social institutions. There is, Overstreet insists, something we can do about it.

Says he: "Obviously the whole issue of our human destiny comes back in the end to our individual selves. Profoundly as we are influenced by the institutions and customs of our culture—forces that took shape long before we were born—there is in all of us a margin for initiative. In some small way, or in some greater way, we can act maturely instead of immaturity. The sum of our mature acts, in each of us and in all of us, may make the difference between a world headed for destruction and a world headed for creative fulfillment."

Almost every thoughtful person finds himself nettled by certain behavior patterns in others—in big or in little things—that he probably classifies informally as samples of stupidity. A reading of the Overstreet book will reveal, I believe, that what we are exposed to (and often guilty of ourselves) is expression of immaturity. How many times have you heard an irritated person demand of a fellow human being, "Oh, why don't you grow up?"

Overstreet's book is an answer to that question. And it's also an answer to the question, "How can we go about growing up?"

A. R. HAHN
Managing Editor

WILL YOUR NAME BE REMEMBERED

Place your name and business on a GITS Quality Plastic Product, assuring a constant and friendly reminder of your services... an inexpensive but practical means of never letting them forget you.



Gits Knife, finest steel 4-in-1 blade, one hand operation, safe-locks in 5 positions for variety of uses—imprinting 2 or 3 lines in gold, silver or color. Lustrous colored handles. Gits Razor-Nife with or without gold colored key chain, a razor blade with a safety handle, refillable, assorted colors. Imprinting 2 or 3 lines. Lasting reminder.

Gits Flashlights—Yes, the famous unbreakable plastic "Mile of Light" flashlights, the No. 100 "Plastic Eye" (straight) model or the No. 122 "Super Right Angle" with belt clip. Lustrous colors, stunning design, pre-focused with nickel plated solid brass reflector. Shatter-proof lens. Memory-wise, the last word in thoughtfulness.



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No More Company-Owned Cars For Sterling's 600 Salesmen

BY A. B. ECKE

A study of costs has convinced Sterling Drug of the economy of leased cars where salesmen travel over 22,000 miles a year and of salesmen-operated cars where the mileage is less. Here is why costs are continuously reviewed.

There's been a tiger roving around in the big house of Sterling Drug Inc.: Costs involved in operating and maintaining salesmen's automobiles.

"It was a tiger that had to be grabbed," Sterling executives explain, "and the sooner the better . . . for here was a single item upon which the company was spending something more than a half million dollars annually. Happily, however, through our continuing study of this tremendously important subject we are making gratifying progress in taming him, too."

Sterling Drug has a Marketing Committee, comprised of executives from all of its divisions and subsidi-

aries, who continually study various company problems and then report the findings each year during the company's annual meeting—for Sterling's top Executive Committee to act on.

During 1948 Sterling salesmen's cars covered some seven and a half million miles of sales territory, at an annual cost of more than a half million dollars. How Sterling is analyzing these figures and its reasons for putting salesmen's automobiles at the top of the Marketing Committee's list of "must" studies should be of interest to all sales managers for, as the Committee reported in 1948, ". . . With total inconsistency being the only consistent thing about in-

dustry's cost-of-selling picture, the importance of this subject is considerably enhanced."

The Sterling Marketing Committee has been studying costs of salesmen's automobiles for a number of years. The problem was summed up in a report in 1947 as "Leased Cars vs. Salesmen-Owned Cars" to determine the most economical and the most equitable policy to adopt in regard to grabbing the "tiger in the house." What was the best policy for Sterling? Should salesmen's cars be leased from a reliable rental company? Should the salesman-owned car plan be adopted? Or should Sterling own its own cars?

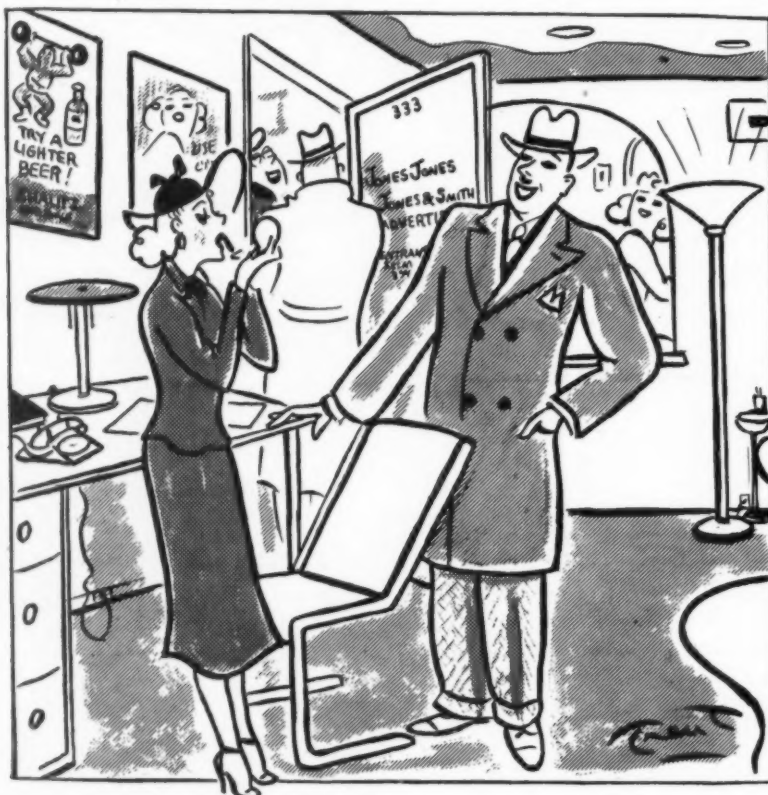
The Committee's decision after its 1947 study was that "no single one of these plans could adequately serve all Sterling. This was—and still is—because of the wide variations in the types of businesses within Sterling." The Committee recommended at that time that each division adopt the plan which would serve it best, and that further study would be devoted to the advantages of a Sterling-owned fleet of salesmen's automobiles.

A Vast Selling Force

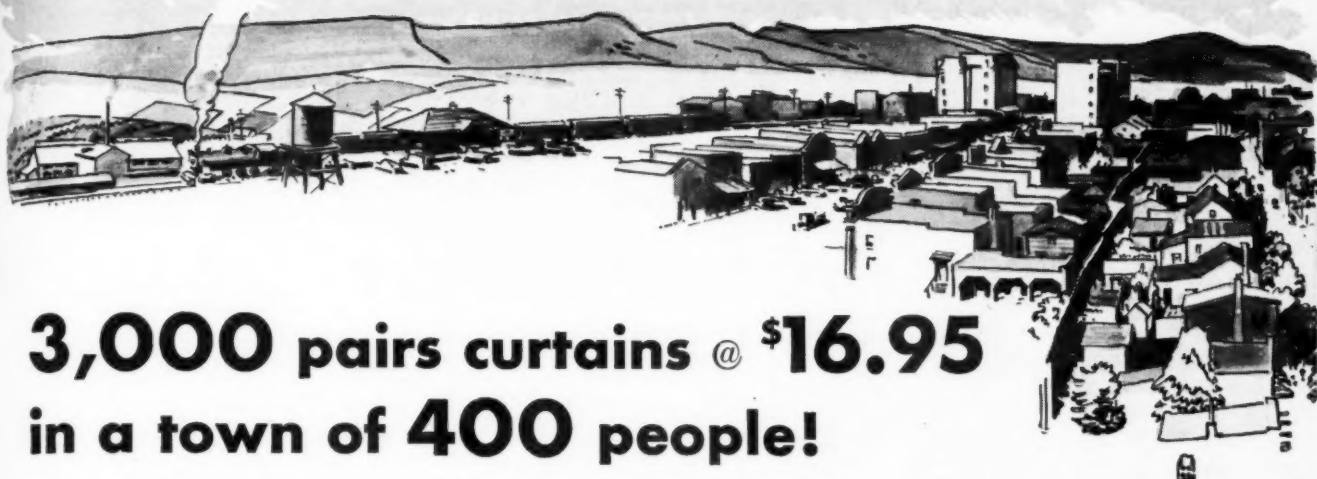
Well might Sterling study all angles in cost and maintenance of salesmen's automobiles. Its divisions and subsidiaries represent a vast selling organization whose total sales for the 10-year period, 1939-1948, were over \$800 million. Sales for 1948 alone totaled \$134,276,862, including drugs, toilet and household goods, and industrial products. This is Sterling:

Nine domestic divisions: The Bayer Co., The Centaur-Caldwell, The Cummer Co., The Hilton-Davis Chemical Co., The Charles H. Phillips Co., Frederick Stearns & Co., The Sterling Products, Sterling-Winthrop Research Institute, The R. L. Watkins Co.

Nine domestic subsidiaries: American Ferment Co., Inc., George A. Breon & Co., The Cellasin Co., Inc., Cook-Waite Laboratories, Inc., Drew Pharmacal Co., Inc., General Drug Co., Ladoxin Laboratories, Inc., Salvo Chemical Corp., Winthrop-Stearns, Inc.



"They've 'P-F-F-T', but they're still having breakfast together because of the sponsors!"



3,000 pairs curtains @ \$16.95 in a town of 400 people!

During the last NRDGA Convention in New York . . . five sales managers or New York representatives of firms which sell to department stores, met for dinner. One took a recent acquaintance along.

Naturally, they talked business. The names of Macy's, Gimbel's, Field's, Filene's, AMC, figured in the conversation. The sixth man, an agent for a number of manufacturers, was asked if he did business with these big city stores.

"Too much trouble," said the new man. "You fellows on the big time circuits don't know the best business today is in the sticks."

His listeners were politely skeptical, asked him to be specific.

"Last November," he said, "I stopped off to see one of my accounts in a small town in North Dakota—has less than 400 population. It's a general store that I carried for more than two years during the Depression before the proprietor was able to pay something on account. He bought curtains from me, and my \$2.50 line was his ceiling. This time, he wasn't interested in the low-priced grades, finally picked a line which retails at \$16.95 a pair—and ordered 3,000 pairs. I thought he was crazy, but he said the wheat farmers out here wouldn't like anything but the best today. They had made big profits ever since 1940, wouldn't spend for a long time, afraid of a poor season—but the lid is off now."

He related some similar instances—a line of Swedish silverware sold only in a few big city shops before the War, was running four times the pre-war volume of \$30,000—and half of his sales are in small towns.

"Don't you sell any department stores?" one of the group asked.

"Some," he said. "I got an order for 300,000 pairs of paper curtains which retail at \$1.00 from a Midwest chain of four stores. You fellows probably are well acquainted with them."



They had never called on the chain.

Not every farmer has money, or has made money. But the good farmers in the Midwest have prospered beyond any pre-war concepts . . . In the fifteen Heart States, with the best of the country's farms and farmers, responsible for the majority of the country's agricultural production . . . SUCCESSFUL FARMING has an approximate million subscribers whose gross incomes in 1947 and '48 averaged a round \$10,000—is one of the best class markets in the world today!

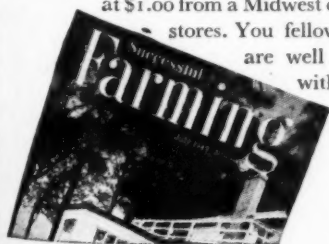
THESE farmers have had nine years of peak markets, yields, prices and profits. In the first two years after the War, they spent money on their farms—water systems, pumps, milking machines, appliances, fertilizers, livestock, tractors and trucks. Now the farm home is

benefiting from their improved earnings . . .

New houses are being erected, and old ones remodeled and equipped with better heating, kitchens, bathrooms, new conveniences and comforts. The new standards of family living on the farm are resulting in billions of dollars annually in orders for home equipment and furnishings—for firms which go after sales!

General magazines, however, brush lightly this top farm market . . . do not deliver your advertising message to the new farm buying power. Only SUCCESSFUL FARMING really gives the cream of the country's farm families—and is concentrated where farming will continue profitable regardless of future price trends.

Get all the data and detail from any SF office . . . SUCCESSFUL FARMING, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco and Los Angeles.



OCTOBER 1, 1949

SUCCESSFUL FARMING

There are 24 foreign subsidiaries in all parts of the world. Domestic subsidiaries operating in foreign countries number 5: Two Sterling Products Internationals, The Sydney Ross Co., The Sydney Ross Company of Colombia, Winthrop Products, Inc.

Sterling has approximately 600 domestic salesmen traveling throughout America.

Shortly after the Marketing Committee's 1947 report, James Hill, Jr., Sterling's president and chairman of the board, set the pace for the company's exhaustive continuing study upon which the Committee's 1948 report was to be based. Said he:

"We would like to call the attention of the Marketing Committee to the fact that basically we believe the method to be followed should be determined principally by the cost to the company. However, we do believe that the appearance of salesmen's cars should also be given some consideration. In other words, even though leased cars might cost a little more, it might be desirable because of the fact that the salesmen would be equipped at all times with a decent looking car."

Survey Procedures

With that advice, the Marketing Committee delved into a searching cost analysis on every sales automobile operated by Sterling Drug Inc. The analysis was made on a current rather than historical basis. This, the Committee pointed out, would be a valuable yardstick for individual Sterling divisions and would be a guide for effecting continuing economies.

Statistical procedures used in conducting the 1948 survey were:

1. The months of October, 1947, and January, 1948, were selected for analysis. October represented a peak operational month when all cars were used to the maximum. It was a month during which costs leveled significantly. January represented a typical "weather" or short month.

2. Each car Sterling used for selling was analyzed in detail during these two months. Every penny of operational cost was recorded for each car for each of these two months. From these figures it was possible for the Committee to determine the actual cost per mile for each car—carried out to four decimals.

3. These costs were then weighted and averaged together, to set up a typical Sterling automotive month. They were weighted on the basis of 3 to 2: 3 October factors and 2 Janu-

SCHEDULE "B"

Condensed Statistical Estimate Of Sterling Drug's Automotive Operations For the Year 1948

	"Leased"	"S. O."	TOTAL
1. Number of Cars	160	376	536*
2. Total Number of Miles	3,558,175	3,766,030	7,324,205
3. Average Yearly Miles per Car	22,238	10,016	—
4. Total Annual Cost	226,491.66	292,412.27	518,903.93
5. Average Cost per Mile	.0636c	.0766c	.0708c

* Does not include 9 "leased" cars operated by one subsidiary, since these cars were rapidly liquidated. Also does not include any cars operated by another subsidiary, since their commission salesmen pay all expenses.

ary factors. The Committee explained that this was done because over a year's experience it was revealed there were five "slow" vacation or "weather" months, July, August, December, January, February, and seven peak months. "That's a ration of 7 to 5—or, to simplify calculations, 3 to 2," the Committee pointed out.

4. The typical month found through this weighting could then be multiplied by 12 to get a comparatively accurate picture of Sterling's automotive operations, on a reasonably current basis which could be projected over the year 1948.

When the Marketing Committee began to look into 1948, the over-all estimated Sterling picture revealed what is shown in Schedule B on this page.

Company Cars Are Out

To place these figures in proper perspective, the Committee made several comparisons with the situation reported in 1947: As against 536 cars operated in 1948, Sterling operated 563 in 1947, of which 447 were salesman-owned, 85 were leased, and 31 were company-owned.

At the end of 1948, the Committee reported that significant changes had taken place. Company-owned cars had been eliminated entirely. The number of leased cars, however, had increased by 75 units to a total of 160, while the number of salesman-owned cars, 376, had shown a decrease of 71 units.

"These changes," the Committee pointed out, "are no mere coincidences. They are instead the result of a concerted effort to confine each car to the spot where it will function

to the greatest economic advantage—which is to say leased cars to high mileage operations and salesman-owned cars to those places where annual mileages are basically low."

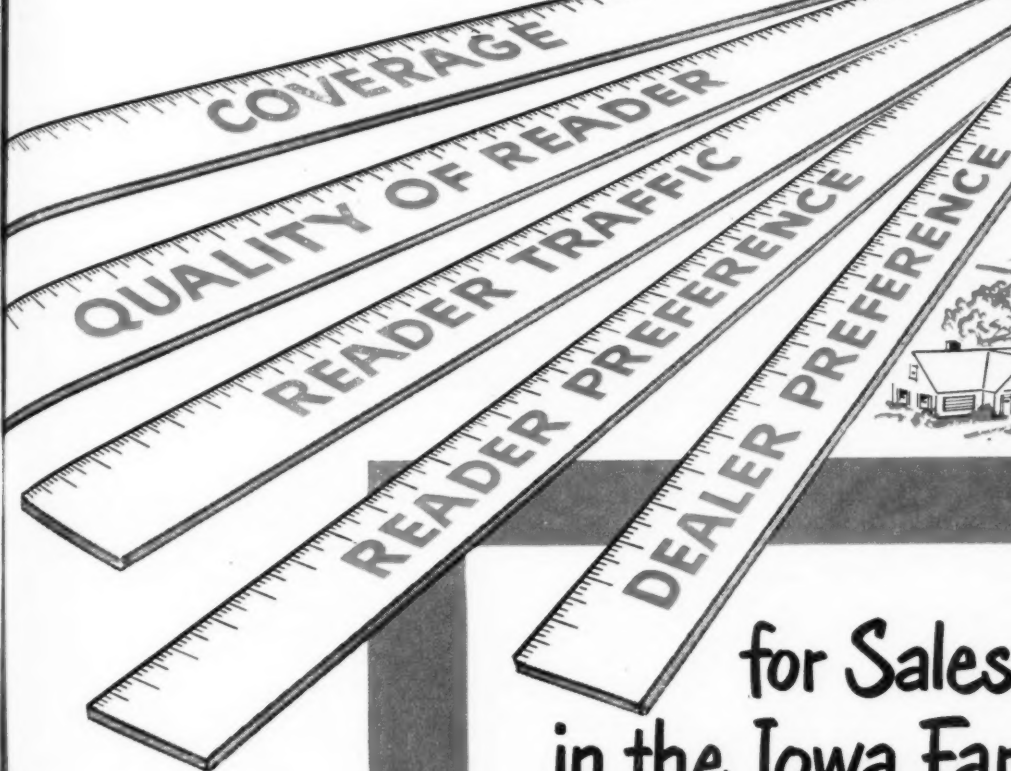
Mileage Breakdown

In 1947 Sterling's salesman-owned cars averaged 12,000 miles a year and leased autos a little better than 21,000. The Committee found that the 1948 ratio of 10,000 and 22,000 indicated that on the general average each car was being "relegated to its proper category." The Committee explained, however, that there were a relatively few leased cars used by Sterling, which were still operating at less than the 18,000-to 20,000-mile minimum and which, consequently, distorted Sterling's average cost-per-mile on leased cars. "In most instances," the Committee pointed out, "the reason for this condition is critical need, and the elimination of these cars is either at this time in process or is planned as soon as practical.

"Our cost of maintaining salesmen's automobiles," Sterling points out, "has not escaped the vicious increases which have plagued every factor in the cost of selling. In spite of more expedient use of most cars and in spite of intensified supervisory efforts, on the average each car we operated during 1948 cost from \$10 to \$13 more per month than it did in late 1946 and early 1947. Such increases resulted, of course, from corresponding increases in the price of gasoline and oil—in fact, from increases in practically every item connected with the operation of a car, including the price of the car itself.

Pick your yardstick

AND LET'S GET DOWN TO BUSINESS...



*MORE BUSINESS, that is!



for Sales-Building in the Iowa Farm Market

HERE'S THE PAPER THAT'S TOPS!

Want a yardstick for measuring sales opportunities in Iowa? Wallaces' Farmer and Iowa Homestead offers not just one but *five specific ways* to measure the Iowa farm market, its papers and its people!

These yardsticks can be used in many different ways not only to appraise the Iowa farmer as a prospect but actually to check his reading habits and his reading preferences—to get to know him better as a person and as a customer.

They provide an audit of both the tangible and the intangible factors that affect *your* advertising and *your* sales.

Many thousands of dollars have been invested to bring you these important facts. They're yours for the asking—just tell us what you'd like to know.

WALLACES' FARMER & IOWA HOMESTEAD

DANTE M. PIERCE, Publisher

DES MOINES, IOWA

USE ANY ONE
OR ALL FIVE!

1 COVERAGE: Check ABC figures in Standard Rate & Data. Get the breakdown of actual farm coverage throughout Iowa.

2 QUALITY OF READER: See study titled "Measuring the World's Biggest Farmer" based on special U.S. Census Bureau tabulations. Compares subscribers with other farmers.

3 READER TRAFFIC: Check your Continuing Study of Farm Publications No. 4. See readership page by page and cover to cover for both Iowa farm men and women.

4 READER PREFERENCE: Send for study titled "InFARmation Please" based on Iowa State College survey to determine the information sources of Iowa farmers.

5 DEALER PREFERENCE: Tell us the kind of dealer in which you are interested and we'll give you the dealers' own answer on the type of advertising he prefers.

SCHEDULE "A"

Statistical Estimate of Sterling Drug's Automotive Operations For the Year 1948 by Divisions

	CARS IN OPERATION			TOTAL MILES DRIVEN			AVERAGE MILES PER YEAR PER CAR		TOTAL OPERATIONAL COSTS			COST PER MILE	
	Leased	S. O.	Total	Leased	S. O.	Total	Leased	S. O.	Leased	S. O.	Total	Leased	S. O.
Division A.....	28	28	462,552	462,552	17,786.4	35,246.46	35,246.46	.0762
Division B.....	55	1	56	1,197,108	21,648	1,218,756	21,765.6	21,647.9	75,417.80	1,428.77	76,846.57	.0630	.0660
Division C.....	32	0	32	771,763	771,763	24,117.6	43,990.49	43,990.49	.0570
Division D.....	2	10	12	24,120	51,912	76,032	12,254.4	5,191.2	3,077.71	2,616.36	5,694.07	.1276	.0504
Division E.....	5	5	103,152	103,152	20,630.4	5,755.88	5,755.88	.0558
Division F.....	35	35	857,304	857,304	24,494.4	55,553.30	55,553.30	.0648
Division G.....	5	5	142,176	142,176	28,432.8	7,450.02	7,450.02	.0524
Division H.....	365	365	3,692,470	3,692,470	10,116.4	288,367.14	288,367.140781
Totals and Averages.....	180	376	556	3,558,175	3,766,030	7,324,205	22,238.6	10,016.0	226,491.66	292,412.27	518,903.93	.0636	.0776

All calculations and tabulations are based on figures submitted by each Sterling Division.

Gasoline alone in January 1948 cost nearly 3 cents per gallon more than it did in January 1947."

The Marketing Committee estimated that during 1948 Sterling's leased cars would cost an average of 6.3 cents per mile—an increase of .6/10 of a cent per mile over the estimated costs of 1947. It was estimated that salesman-owned cars would average off at 7.7 cents per mile. In the case of one subsidiary, which in 1948 operated 365 of Sterling's 376 salesman-owned cars, it was possible to operate for 1/2 cent per mile less than 8.3 cents required by it alone in the 1947 survey period.

Sterling, the Committee reported, during 1948 compared favorably with a 1948 *New York Herald Tribune* report which stated that at that time the cost of operating post-war cars—and the so-called light cars at that—stood at 8 1/4 cents per mile on the basis of 10,000 miles per year. "Pre-war cars," the Committee went on to explain, "on the same 10,000 mile basis, during 1948, entailed operating costs of 7 cents per mile. These figures, when compared with Sterling's 6.3 cents per mile on leased cars and 7.7 cents on salesman-owned cars, tend to indicate that Sterling's position is, to say the least, quite favorable—and particularly so when it is considered that the source of the *Herald Tribune's* information was Runzheimer & Co., cost accounting

engineers who specialize in automotive problems."

Sterling's division-by-division breakdown shows wide variations or diversified activities. For example, there are vast differences between the operations of Hilton-Davis and Winthrop-Stearns or between Cook-Waite and Bayer. The general pattern at the beginning of 1948 is indicated in Chart I below.

Analysis of the average costs per mile of leased cars in the so-called high mileage proprietary divisions indicated to the Marketing Committee that these cars were more economical than salesman-owned cars which, up until that time, were operated in the same divisions over almost identical mileages. When these cars were

switched to a leasing company, Bayer and Centaur-Caldwell showed immediate savings of 3/10 of a cent per mile. "Projected over a combined 1,899,132 miles," the Committee concluded, "these savings are indeed substantial."

"By the same token," the Committee pointed out, "the 12 cents-a-mile cost incurred in one subsidiary with only two leased cars forcibly demonstrates the utter impossibility of applying the leased-car plan to low mileage divisions. These two cars are critical operations which, it is believed, justify their existence. Otherwise, they would long since have been eliminated."

Sterling's study revealed that there were these important intangible advantages in many cases of leased operations:

1. They eliminate the inevitable beef of "I can't drive my car on that allowance."

2. They relieve the salesman of the heavy investment entailed in the purchase of an automobile in a chaotic market.

3. They give the salesman cars they can use for personal purposes provided they pay such extra-curricular expenses.

4. They provide vehicles which are clean and new and enhance both morale and efficiency.

5. Loss of time from selling because of equipment mal-function or

CHART I

Cost:	"Leased"	"S. O."
Highest Division	12.7	7.8
Lowest Division	5.2	5.0
Average	6.3	7.7
Mileage:	"Leased"	"S. O."
Highest Division	28,432	21,648
Lowest Division	12,254	5,191
Average	22,238	10,016

Foil **CARTON**

WILTS

SALES RESISTANCE

The smart black and gold Foil Carton produced for Wilt by United.



Like so many products depending on impact at the point of purchase,
 Wilt too is packaged in eye-catching Foil Cartons.
 The superior display value of Foil has helped many products get ahead
 of competition. How about your package? Does it
 outshine others in shop windows . . . on shelves and counters?
 Does it stop the shopper's roaming eye,
 and make the cash register ring? It will if you change
 to Foil Cartons. Send us your present package
 for suggestions. No obligation, of course.



UNITED BOARD AND CARTON Corporation

P. O. Box 1318 • Syracuse, New York

Board Mills:

Lockport, N. Y.; Thomson, N. Y.; Urbana, O.

Carton Plants:

Victory Mills, N. Y.; Syracuse, N. Y.; Brooklyn, N. Y.; Cohoes, N. Y.; Springfield, O.

failure is reduced to a minimum.

However, what with all these economies, the Committee had felt for a long time that "leased cars could be made to show even greater economies if some way could be devised for controlling more rigidly the gasoline, oil and other operating items purchased, and the business mileage reported to have been driven."

A number of plans designed to accomplish these economies have been placed in pilot operation, and some appear to be making gratifying progress. However, the Committee feels that any formal report at this time would be premature since sufficient practical experience has not been obtained. Like most other things, the Committee says, theory is one thing, practical operation often quite another.

Sterling is now engaged in an exhaustive study of a Sterling-owned fleet. In its 1948 report, the Committee stated that "After much study and investigation, it must be said that such a move has several intriguing possibilities but that it is also fraught with many momentary and long-range drawbacks which would have to be resolved.

"First, such an operation would be possible only in the high mileage divisions for the same reasons that they are the only places where leased cars are adaptable.

"Second, to be of full value, a fleet operation should be headed by a centralized motor vehicle department so that the economies of quantity buying, quantity maintenance, etc., can be effected.

"Third, there is the matter of capital investment and the difficulty of acquiring a fleet in today's auto market.

Salesmen's Cars Lead

"Perhaps it is drawbacks such as these that are throwing the national trend sharply away from company ownership—from 24% of the companies in 1933 to 7% in 1946. The trend has been—and still is—toward salesman ownership—60% in 1944, 74% in 1946. Companies using a mixed fleet; that is, part salesman-owned, part company-leased have remained constant at 17%."

The rapid growth of car-leasing companies, the Committee has observed, has been attributed by many authorities to the fact that they afford their clients most of the advantages of a company-owned fleet with few, if any, of the disadvantages.

Summing up, these were the recom-

mendations the Sterling Marketing Committee submitted after its 1948 study of the cost and maintenance of salesmen's automobiles:

1. Inasmuch as leased cars have demonstrated significant economies over certain categories of salesman-owned cars and have contributed to Sterling many intangible values of great importance, it is recommended that these vehicles be continued in operation in those mileage brackets where experience has shown them to be of advantage and eliminated as quickly as possible from those spots

where mileage or critical need does not justify their existence.

2. In view of the marked national trend toward salesman ownership, a close investigation of newer and more novel methods of reimbursement should be launched—because low mileage factors render approximately $\frac{2}{3}$ of all Sterling cars adaptable only to salesman ownership.

3. Any decision on fleet-ownership be deferred another year pending further intensive investigation and a more stabilized automobile market.

Kansas City Fire Puts Annual Report on Disc

Kansas City Fire & Marine Insurance Co. has given a prominent place in its advertising plans to its annual report: This year it is in the form of a phonograph record which brings stockholders, agents, and employees right into the home office and tells the company story man to man.

"Our reason for making our annual report more to the point and different," says Hal Kennedy, director of advertising and public relations, "was because the average stockholder who owned a few shares of stock in eight or 10 different companies was being bombarded by elaborate annual reports, news releases, etc., all of which seemed cut from the same cloth.

"Our company is small and naturally we wanted our share of the stockholders' interest. In casting about for some new way of arresting the attention of our stockholders, our agents, and our employees, it occurred to us that by the use of a phonograph record we could bring all these people into our home office where we could tell them our story. By this means we also believed we would accomplish even more than sending them an annual report. We would create a friendly feeling on their part and give them an idea that our company is progressive, and on its toes.

"We were aware, too, that many people do not have a phonograph, but we were counting on the novelty of the idea and the curiosity which is inherent in Americans to the point that they would take the record next door or to some friend's or relative's home and play it."

The results, Mr. Kennedy reports, were excellent. The company had letters from stockholders and agents,



complimenting it on the idea and telling how the record was used. Many of them played it at social gatherings where other businessmen were gathered. Others brought in portable or small phonographs and played it in their offices for their employees.

From a survey made by company fieldmen, it was revealed that at least 95% of the people to whom the record was sent actually listened to it. The complete financial statement which was enclosed was read by a much lower percentage, but, as Mr. Kennedy explains, this insert was necessary for the benefit of those people who do read the complete financial statement of a company in which they are interested.

The phonograph record and the album which houses it was produced under the supervision of the Carter Advertising Agency, Kansas City, Mo. The directors of the company actually held a directors meeting at the Damon Recording Studios where the master record was cut.



N.Y. department stores

with estimated 1948 advertising expenditures of \$21.3 millions


spent **29.1%** OR **\$6.1** millions

...in this one newspaper—

and are spending more this year—for
only one reason! The general advertiser
can profit by their experience ...

Circulation now exceeds
Daily . . . 2,225,000
Sunday . . 4,200,000





PRODUCT ADVANTAGES: Compo demonstrator-salesmen went into shoe factories to show shoe machine operators how to use Dryseal properly, heading off possible objections that might have ruined the sales story in the front office. During the leather shortage it was easy to win temporary market, but from the beginning Compo looked toward tough competition.



How We Put a New Welting Process Into the "Sot-in-Its-Way" Shoe Industry

Based on an interview by Bernard G. Priestley with

WALTER J. MORTON

Sales Manager, Compo Shoe Machinery Corp.

It was new. It was plastic. They didn't want it. They had always used leather welting. Leather was "better." But Compo's demonstrations paid off, and since 1946 more than 44,000,000 shoes have been made with "Dryseal."

One of the traditions of the shoe industry is to resist any change in the materials which go into a shoe. For years most manufacturers have believed that a shoe had to be made entirely of leather to be worth while.

This tradition presented Compo Shoe Machinery Corp., Boston, with a major sales hurdle in 1946 when it introduced a new plastic welting called "Dryseal." How effectively Compo cleared this hurdle is shown

by the fact that since that time Dryseal has been put into more than 22,000,000 pairs of shoes and, to all appearances, it will become a greater factor in the future welting market.

Welting is that strip of material which attaches the sole of the shoe to its upper part. It serves to insulate the shoe from wet and cold. Dryseal plastic welting is made by the Okonite Co. with a vinyl resin base compound prepared especially for this use. It is manufactured under patents owned by the Wright-Batchelder Corp., Boston.



When a process industries plant is built, it's usually too late to make a sale. The rich "original application" market is already sewed up by the time plans are approved.

Methods, flow sheets, yields, equipment, materials — costs, performance, market requirements — all these have been thoroughly worked out in detail and approved. Executives, works management, production, engineering, research, plant chemists, consultants, all have done their part in the final collection and weighing of the facts.

That's why so many manufacturers advertise in I & EC. For I & EC is the magazine with *all* the facts—the key to original application. It delivers a balanced circulation among all seven buying groups. Its 33,000 subscribers (ABC) use I & EC as the source-book for designing new plants, new processing units, new products—whenever they are working out ways to do things better.

For your fair share of this original application market, put your product data before these men with searching minds, across all title-groups. Advertise in I & EC.

INDUSTRIAL & ENGINEERING CHEMISTRY

Key to original applications

Published by **THE AMERICAN CHEMICAL SOCIETY**

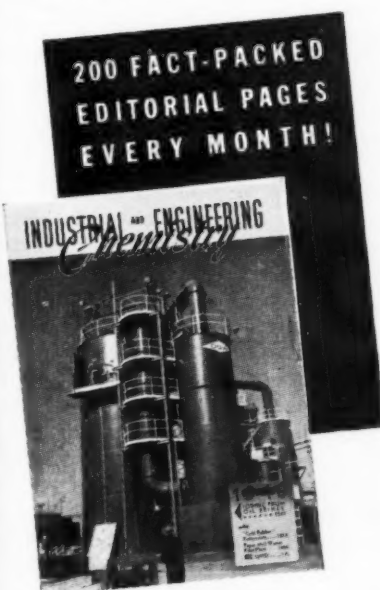
Advertising Management: **REINHOLD PUBLISHING CORPORATION**

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • FORT WORTH • SAN FRANCISCO • LOS ANGELES • SEATTLE

OCTOBER 1, 1949

99

JUST PUBLISHED—ADVERTISERS' MANUAL TO THE CHEMICAL AND PROCESS INDUSTRIES—a guide to the chemical and process industries . . . what makes them tick, who operates them, how advertisers can best penetrate them. Write Promotion Department, American Chemical Society Publications, 330 West 42nd Street, New York 18, N. Y.





PRODUCT ADVANTAGES: Compo demonstrator-salesmen went into shoe factories to show shoe machine operators how to use Dryseal properly, heading off possible objections that might have ruined the sales story in the front office. During the leather shortage it was easy to win temporary market, but from the beginning Compo looked toward tough competition.



How We Put a New Welting Process Into the "Sot-in-Its-Way" Shoe Industry

Based on an interview by Bernard G. Priestley with

WALTER J. MORTON

Sales Manager, Compo Shoe Machinery Corp.

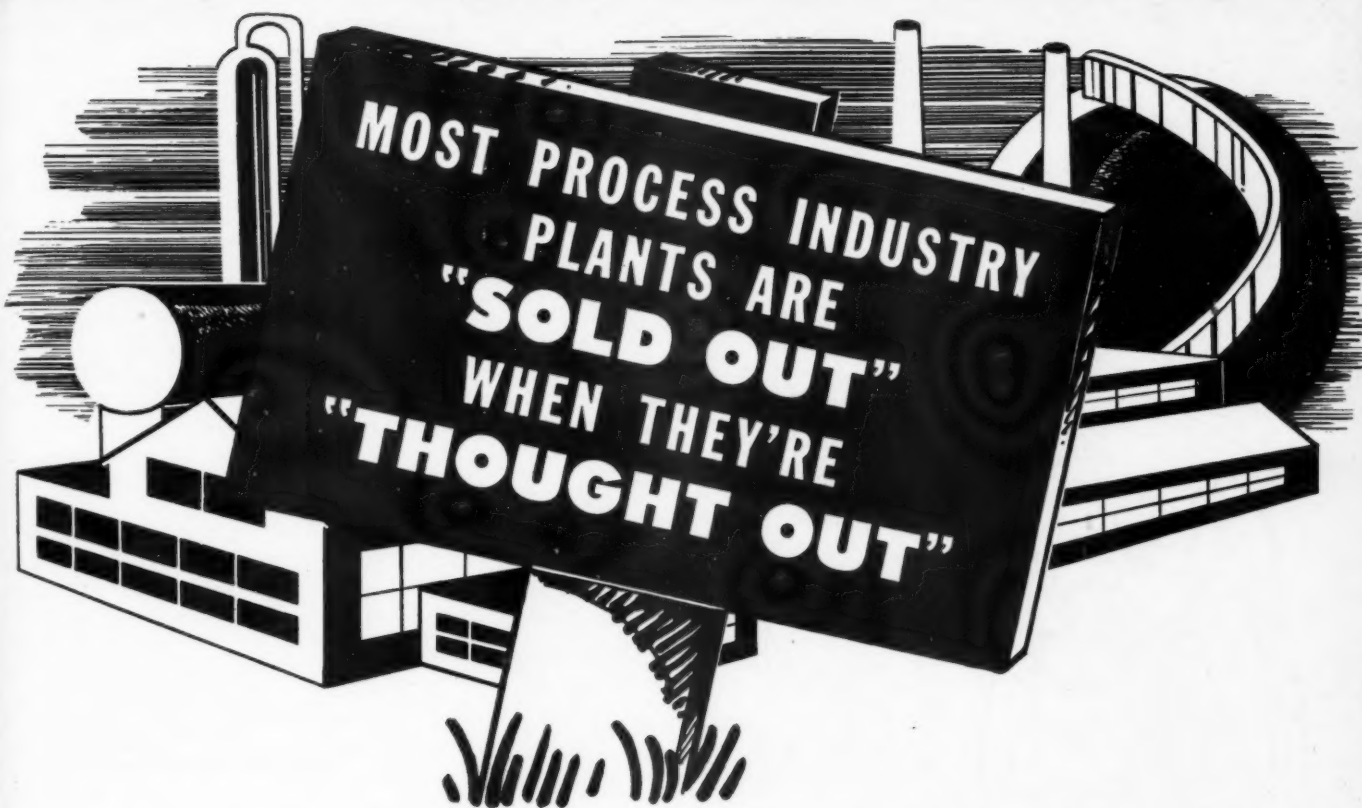
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For your fair share of this original application market, put your product data before these men with searching minds, across all title-groups. Advertise in I & EC.

INDUSTRIAL & ENGINEERING CHEMISTRY

Key to original applications

Published by **THE AMERICAN CHEMICAL SOCIETY**

Advertising Management: **REINHOLD PUBLISHING CORPORATION**

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • FORT WORTH • SAN FRANCISCO • LOS ANGELES • SEATTLE

JUST PUBLISHED—ADVERTISERS' MANUAL TO THE CHEMICAL AND PROCESS INDUSTRIES—a guide to the chemical and process industries . . . what makes them tick, who operates them, how advertisers can best penetrate them. Write Promotion Department, American Chemical Society Publications, 330 West 42nd Street, New York 18, N. Y.

200 FACT-PACKED EDITORIAL PAGES EVERY MONTH!



ry-
man
all
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cet.
rial
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seal
on-
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lder



**"Egad, Guinevere . . .
talk about readership!"**



Aye, forsooth and Daniel Starch! Cash-in-hand home-planners read and re-read Home Owners' Catalogs. And they read because *they* buy or specify the building materials, equipment, appliances and home furnishings for their new homes. Can you afford not to give these verified, information-hungry home-planners the complete facts about your products or services?

Dr. Daniel Starch found that a consumer catalog in Home Owners' Catalogs gets readership as high as 85%! Can you get this high readership of your consumer literature by known prospects without adding Home Owners' Catalogs to your 1950 sales program?

Better look over Dr. Starch's complete report now. You'll be glad you requested these findings. Write Dept. B.

Home Owners' CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's
Consumer Catalog Distribution Service

Going into the marketing of Dryseal, Compo knew that to succeed, it had to overcome the tradition that a shoe must be constructed entirely of leather. Moreover, Compo knew that sales resistance to a plastic would be stronger than resistance to any other non-leather material. In shoe-making, plastic was synonymous with "imitation."

Against this unfavorable factor, however, all other major elements in the prospective sales picture were advantageous, as was pointed out by Walter J. Morton, sales manager of Compo. Most significant at the time was the fact that Dryseal could be sold for less than leather welting, which was not only next to prohibitive in price but also was scarce. Of great weight also was the fact that Compo's large sales force had been calling on shoe manufacturers throughout the country for many years and knew their way around in that field.

Product Advantages

Beyond the original cost, compared to leather welting, greater savings can be made through the use of Dryseal because it can be produced in continuous strips of several hundred yards to the roll. It can be cut any desired length. On the other hand, leather welting is made from strips bonded together by an adhesive and is put out in "hanks." When the sewer comes to a joint and it breaks, the shoe must be made over at considerable expense.

Additional savings are possible because Dryseal eliminates a whole step in attaching a welt. Leather welting has to be soaked in water so that it can be sewn easily. It also has to be flattened out so the next operator can sew the outsole onto it. Plastic welting, on the other hand, is supple enough to take all the bending and squeezing a welt must withstand.

Dryseal also can be supplied in any colors popular in the shoe trade at a given time, and these colors run through the material. In contrast, leather welting has to be dyed to match shoe colors. These colors are only on the surface and can be easily marred by skuffing or worn off. Dryseal colors also readily lend themselves to dressing up otherwise drab plain shoes.

Dryseal provides a tighter seam in the shoe because it will not expand or contract as does leather. It is nearer water-proof than leather is. Tests show that seepage of moisture through it is less than half that of leather.

Ranking of National Advertising Media	Medium	Total Investment by Advertisers (Jan.-June, 1949)
1 st	LIFE	\$40,059,716
2 nd	Columbia Broadcasting	33,605,205
3 rd	National Broadcasting	33,489,085
4 th	Saturday Evening Post	31,399,968
5 th	American Broadcasting	23,465,161
6 th	Time	12,695,061
7 th	Ladies' Home Journal	11,776,088
8 th	Mutual Broadcasting	10,279,274
9 th	Better Homes & Gardens	9,432,849
10 th	American Weekly	9,058,582

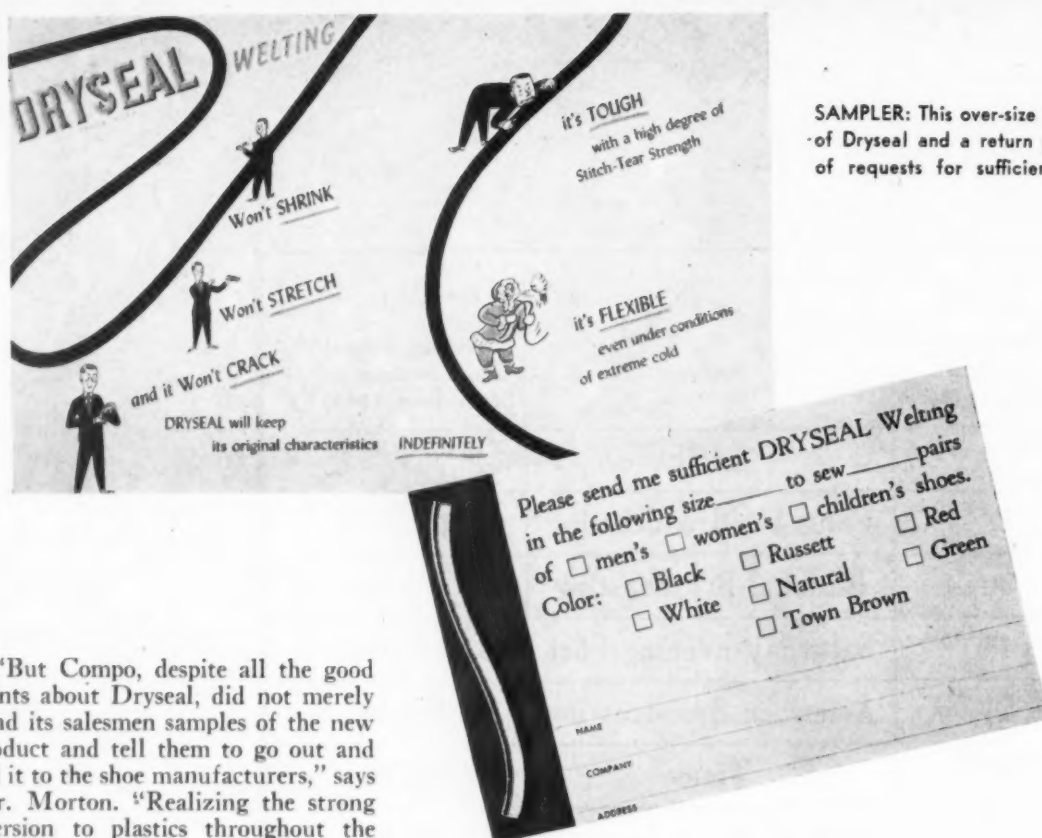
The next ten national media rank as follows...11th: Collier's, \$8,821,084—12th: This Week, \$8,093,763—13th: Good Housekeeping, \$7,740,528—14th: Look, \$7,213,587—15th: McCall's, \$5,791,195—16th: Woman's Home Companion, \$5,673,975—17th: Newsweek, \$5,207,262—18th: Country Gentleman, \$4,962,476—19th: Farm Journal, \$4,417,340—20th: American Home, \$3,752,029.

Source—Publishers' Information Bureau (gross figures).

Radio figures are for network time only.

LIFE

FIRST IN MAGAZINE CIRCULATION
FIRST IN READERS
FIRST IN ADVERTISING REVENUE



SAMPLER: This over-size folder containing a sample of Dryseal and a return postcard produced a flood of requests for sufficient Dryseal to make tests.

"But Compo, despite all the good points about Dryseal, did not merely hand its salesmen samples of the new product and tell them to go out and sell it to the shoe manufacturers," says Mr. Morton. "Realizing the strong aversion to plastics throughout the trade, Compo executives held a series of conferences to decide what methods of marketing approach might prove most effective.

"It was decided that in order to sell Dryseal successfully and to establish it permanently—over and above the price advantage of the moment and other favorable factors—Compo should carry its selling activities right to shoe-making machines in factories and there demonstrate in the actual process of making shoes the ways in which Dryseal excels leather welting. The R. D. Northrop Co. advertising agency, Boston, was called in to cooperate in formulating a plan of approach which embodied this feature. The plan is described in considerable detail here.

"Obviously, Compo couldn't send even salesmen familiar with the shoe industry in general into manufacturing plants to demonstrate how Dryseal can be used in making shoes until they knew just how this was done. Therefore, it was necessary to train salesmen for the purpose."

With that idea in mind, Compo sent an expert leather welt inseamer to the Okonite factory in Passaic, N. J., to familiarize himself with the new welting and its manufacture. Then he went into two different shoe factories and spent considerable time learning just how to apply Dryseal most efficiently in the actual making of shoes. He also checked technical points while experimenting with different welt guides to determine

the best way to set welting machines to handle the new plastic material.

This expert leather welt inseamer then instructed a group of six men from as many different Compo sales districts in various parts of the country on the skillful use of Dryseal in shoe making. All these men were specially screened salesmen who had had previous experience in shoe making. They were picked as key men to head and train other salesmen who were formerly shoe makers as the marketing situation required.

The training of the first six men and the others following them did not stop with making them merely proficient in demonstrating how Dryseal could be used in shoes. They were also taught to explain while making a demonstration approximately how much money could be saved on a given number of shoes by using Dryseal instead of leather welting. They were primed on what additional costs and time could be saved through simplification of processes made possible by using Dryseal.

When the training program was well underway, Compo launched a direct mail campaign which brought Dryseal to the attention of shoe manufacturers. First, a four-page cardboard announcement heralding Dryseal was sent out to several thousand shoe manufacturers. Across its cover in huge letters was the word DRYSEAL and slots held a curving

sample of Dryseal approximately 30 inches long. On the cover: "This is DRYSEAL welting—a sensational modern development in fine shoe-making brought to you by Compo."

The two inside pages extolled the attributes of Dryseal in detail, pointed out that its advantages over leather had been proven by the Army, Navy and Marine Corps and ended up with a "TEST IT FREE!" offer under which the recipient had only to fill out an enclosed post card to obtain a sizeable sample of Dryseal in any of eight popular colors for testing.

Compo received many responses to this first direct mail piece. At this point, as planned, the new demonstrator-salesmen entered the sales picture for the first time. They called on shoe manufacturers at the time of delivery of the sample, seeking permission to demonstrate in the plants what Dryseal is and can do.

"Illustrative of the effectiveness of this plan," points out Mr. Morton, "fully 75% of the manufacturers called on gave permission to demonstrate. During the demonstrations the salesmen strived to get not only foremen and division heads to follow them closely, but also to interest at least one or two welting machine operators to apply the new plastic welting to a few shoes.

"Numerous immediate sales resulted," Mr. Morton adds. "The least of them were in quantity suffi-



still time to make it a *glowing* event!

There's still time to order the one Christmas gift that keeps goodwill glowing for years . . . Zippo lighters with your company trade-mark faithfully reproduced! It's the lifetime gift for employees and business friends. Zippo is always treasured *because it's the lighter that always works!*

Check this signature service!

Zippo Lighters can be engraved with actual signatures. It's low cost insurance that your gifts and your friends will never part! Signatures of business friends can be taken from letters, orders, etc. Company Trade-mark or other design can be reproduced in color on other side.

**UNCONDITIONALLY
GUARANTEED!**

**WILL NEVER COST A
PENNY TO REPAIR!**



Zippo Lighters are priced from \$3 to \$175*—engraving \$1 extra. Write for FREE brochure showing many Zippo models with special discounts on quantity purchases for business gifts. Zippo Manufacturing Company, Bradford, Pa.

*Plus tax on sterling silver and solid gold models only

ZIPPO

WINDPROOF LIGHTER

cient to give Dryseal a thorough trial in another batch of shoes. In obtaining these sales, the special steps the demonstrator-salesmen had taken to acquaint machine operators with Dryseal paid good dividends. In many instances their recommendations favorably influenced purchasing men.

"Quite a number of manufacturers who did not respond to the first direct mail piece with a request for more of the Dryseal, tried the sample sent to them originally, then asked for additional samples later.

"While following up inquiries the demonstrator-salesmen called on other shoe manufacturers who had not requested samples of Dryseal. Many of them agreed to demonstrations, too, and a fairly large percentage ordered quantities of Dryseal."

Double Shot

The mailing was repeated twice. The demonstrator-salesmen followed them up as before. Results were exceptionally good. In fact, they were too good in a way. The extensiveness of the calls exhausted the supply of Dryseal which had been built up ahead. One of the materials entering into it was an allocated substance. It was difficult to get additional shipments. A business paper advertising campaign which had been planned well ahead to augment the direct mail effort had to be abandoned after an insertion or two. It was necessary to allocate demonstrator-salesmen's orders, filling only part of each one.

The supply shortage continued for months and months with slow improvement. Meanwhile, Compo decided to serve customers as effectively as possible and to send out direct mail pieces only once every six months.

One direct mail piece, about five by eight inches, portrayed on its cover a memo in red ink "tacked" onto a black background. The memo read: "Attention Stitchdown Manufacturers!" On the two inside pages was a pertinent message describing the advantages offered by Dryseal. An enclosed post card stated: "Please send me sufficient DRYSEAL Welting in the following size . . . to sew . . . pairs of ☐ men's ☐ women's ☐ children's shoes." There was also space for checking the colors desired.

On this occasion, as on the others, requests for samples were numerous. Again demonstrator-salesmen followed them up, persuaded a high percentage of manufacturers to permit demonstrations, and obtained a good proportion of orders.

Eventually, the material shortage

improved and allocation requirements were dropped. Compo then sent out more mailing pieces, offering samples of Dryseal. Business paper advertising was resumed and one and two-page advertisements appeared at regular intervals in half a dozen publications.

Needless to say, the demonstrator-salesmen, now substantially increased in number under the original plan for selecting and training them, called on manufacturers who requested samples. There was another round of demonstrations—another good jump in sales.

The process was repeated. Sales climbed swiftly. Today they are reaching new peaks quite often.

"As has been indicated," asserts Mr. Morton in summing up, "this marketing effort was purposely timed to take full advantage of the price difference between Dryseal and leather welting, and the shortage of the latter. We were fully aware that the price of leather welting might and probably would drop eventually. Therefore the campaign was solidly constructed on a progressive, modern-selling-methods basis, with the thought in mind that Dryseal also had to establish a place for itself on its own merits if it was to survive a decline in the leather market.

"The leather market *did* break and leather welting *has* taken several drops. However, even if leather welting continues to decline in price, we are confident that Dryseal will be able to hold its own. In fact, with the threat of allocation of any of the materials going into it well behind us, we look forward to consistently broadening sales.

Vital Factor

"Without question, the major factor in establishing Dryseal on a sound footing was the demonstrator-salesman plan of showing the manufacturer and his workers in his own factory just how to use it to reduce costs and save time. Our experience with Dryseal has proved over and over that in dealing with the practical man in the factory, it is easier and quicker to sell him by demonstration. The direct mail and advertising efforts were of great help in winning over prospects, but follow-up contact work in the field really put over Dryseal in a way, barring the period of the shortage, that exceeded even our most optimistic expectations.

"Apparently the tradition that there is no place for the use of a material other than leather in shoe-making has been shattered completely."



"Sears Roebuck sent us a girl instead of a boy and Pop says we have to keep her!"

HOME:

Meeting Place for Decision-Makers

IT'S in the home that needs and wants arise.

It's in the home that decisions to buy are made—on everything from toothpaste to television sets, towels to tires.

It's in the home that brand preferences are built—through experience, reputation, word-of-mouth conversa-

tion and advertising.

That's why Better Homes & Gardens is truly "America's 1st Point of Sale."

Not just because it goes directly to over 3,000,000 homes. Nor even because these homes have above-average incomes, higher standards of living, brisker buying habits.

BH&G is "America's 1st Point of Sale"

because of its unique standing with readers.

Unlike any other magazine with that much circulation, it gives them 100% pure Service content on the topics that interest them most—ways to improve the home and enjoy better living.

It spurs them to action by suggesting that they do things—and have things—that are modern, worth-while, beneficial to the whole family. And since these things involve the spending of money, America's First Service Magazine opens the reader's mind to the buying impulse.

It you'd like to have this impulse directed toward your product in three-million-plus select homes, sit down for fifteen minutes with a Better Homes & Gardens representative.

P. S. For a real eye-opener ask the BH&G man about revenue per issue standing.

*The exact figure?
3,283,126—latest
6 months' ABC average!*



America's **1ST** Point of Sale,

A SCREENED MARKET OF MORE THAN 3,000,000 BETTER HOMES

*Better Homes
and Gardens
America's **1ST** Service Magazine*



LOOK

LOOK — how the Baltimore market has changed! It's now the fastest growing market in the East* with 343,654 City Zone families.

LOOK — how the Baltimore media picture has changed! Now the News-Post reaches 58.3% or 200,520 of these City Zone families — more than any other daily newspaper. Total Net Paid 230,250.

LOOK — how Baltimore's merchants are cashing in on this increased coverage — placing a new high of more than 11 1/4 Million lines of retail advertising in the News-Post, daily only, in 1948.

LOOK — if you want to land on *both* feet in *both* halves of this profitable market.

LOOK TO THE

Baltimore News-Post

First in Circulation in the 6th Largest City

A HEARST NEWSPAPER—REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

Offices in the principal cities of: Albany • Baltimore • Boston • Chicago • Detroit • Los Angeles • New York • Pittsburgh • San Francisco • Seattle

*ABC City Zone based on Bureau of Census—1947 surveys for Metropolitan Districts. Among the ten largest markets in the U. S., Baltimore's rate of growth is exceeded by only two West Coast Cities.

before you leap

INTO BALTIMORE

Fairchild



CE
attle

ENT OCTOBER 1, 1949



DESTINATION AMERICA: Non-sales minded Britain is now aware of the need to cultivate American markets with same skill as American merchandisers and not to rely on quality alone to appeal to U. S. A. consumers.



Over the next several years various American companies, big and little, will have been persuaded to add this or that British product to their regular lines. Devaluation of the pound will make British merchandise, always noted for quality, a more desirable buy to American consumers. Businessmen in little mid-west towns, completely off beat for the present importer, will be set up as exclusive agents for British products. Newspapers, utterly insular except for the invasion of their front pages by the wire services, will be getting British advertising.

For the British, these prospects mean an upheaval in habits, more violent, perhaps, and more revolutionary than Socialism. They involve the cultivation of a characteristic emphatically not indigenous to the British Isles, notably salesmanship. As an English official put it,

"It's not that we've deprecated salesmen. We haven't elevated them as you have. In our fiction, a salesman is rarely, if ever, the subject of a success story."

Nor is a salesman the subject of a success story in English life. In a typical British company, the chairman of the board is a banker. The directors and officers are bankers and production men—engineers and chemists. On such a board, the first thought is dividends and reserves. The second is the fineness of the product. The board members and officers are also interested in unit costs and in markups. Selling, in the sense of searching for

* See Comment, page 152.

Will Yanks Help British Compete in Our Markets?

JEROME SHOENFELD

Is the answer to the British dollar shortage the aggressive promotion of British goods in every city and village in the U. S. A.? Will Americans who have generously exported money and men now help their erstwhile competitors?*



ANNOUNCING LITHOFACT*

... one of the finest coated papers ever made for offset printing

Silken, mirror-smoothness...brightness that snaps, sings, sparkles! It would be hard to find another offset paper to equal the magnificent beauty and superb quality of this newest Levelcoat* paper. In Lithofect, you've found a paper fashioned with infinite precision to give offset printing an exciting new sharpness. With exceptional pick resistance and fast setting time, this new Lithofect also sets the standard for offset printability. Rich, solid blacks in

monotone, and smooth glossy color prints are rendered without loss in density. The Lithofect base sheet, made with new LongLac fibers, is so strong that base sheet failure is unknown. Indeed, performance on the press reaches a new high in dependability with this great new paper. Now... look first at Levelcoat—the completely balanced line of distinguished printing papers. Ask your Levelcoat paper distributor for samples.

GIVE YOUR PRINTING THAT LEVELCOAT LIFT



LEVELCOAT* printing papers are made in the following grades: HIFECT*, TRUFECT*, LITHOFACT*, MULTIFECT* and ROTOFACT*.

*U. S. REG. U. S. PAT. OFF.

new markets, of building volume, simply does not occur to them, except as a practice open to weighty objections.

The play "Death of a Salesman" made less impression in England than here because its leading character was so unusual. In England, people don't try to endear themselves; they don't slap backs. A young man looks for a secure job in civil service or with a big company where, if he makes no obvious blunders, he'll work up by routine. English company managements have a rather similar point of view. The product is more valuable if it dates back, say, to Shakespeare. It has been selling for decades or generations, wars and depressions excepted. Well known in markets. Clearly, it would be rather imprudent to alter the design simply by virtue of rumored changes in a fashion somewhere or to upset a long tested sales organization.

All this was in its time, no doubt, a good way of life, which, however, the British suddenly and belatedly discovered they could no longer support. For generations, the British sent their savings abroad, building foreign rather than their own plants; then before and during the war their foreign

investments turned sour or had to be spent. So, the patrimony is gone, but not yet the business habits of inherited wealth. The British, who now comfortably sell their products all over the world where sterling is used, need American money. They must somehow focus their scattered trade upon the United States where, alone, dollars can be earned. They have the products but, so far, lack the sales management and, even more, the salesmen.

Dollars Always Needed

This dollar crisis is by no means new. Even during the prosperous 1920's, the British had to persuade American policy makers to so engineer finance in the United States as to virtually compel Wall Street to lend in England. In the early 1930's, lack of dollars broke an English Government and English currency; through most of the remainder of the decade the ice almost always was thin. In all this time, the British tried almost but not quite everything; they sent to the United States their diplomats, their economists and their financiers, of which they had cultivated a great abundance. They sent few salesmen.

For crises are things which the

British overcome only at the last minute, and not until a little while ago did they appreciate that it was the last minute that they had just reached. It happened that American companies were lightening their inventories more or less of rubber and other products from England or from British territory. The relatively slight drop in buying practically broke the till. To the plain British housewife this was altogether delightful: Goods previously marked for sale abroad for the first time since the war could be found in department stores. "Frustrated exports" was the characteristically English description of this disappointing bounty.

The British have at long last decided, or rather agreed, that they need a sales manager for the U. S. territory, that without American salesmen they are lost. The decision for many months seemed faintly reminiscent of the war under Chamberlain. There are innumerable illustrations. People who've bought them swear by English autos and in spontaneous conversation run off slogans: "It's a car you can park." "I've never bought a spare." But the English auto makers have easy markets elsewhere; they're the heaviest exporters of autos in the world. Selling here would mean trouble and fuss. American Government officials, accordingly, are told that punches are pulled in consideration of the American companies which would retaliate if too many cars were sold. One British model runs on batteries that can't be replaced here. Change would cost \$5 per car. There are profuse plausible explanations for not making the change.

Mistakes Are Made

An American clothing maker agreed to try out an English fabric. He worked under a tight factory schedule hairlined to a sales schedule, which in turn was based upon closely scheduled style showings. The deliveries always were too little, too late. The British manufacturer explained that delay had been caused mainly by his efforts to supply a perfect fabric. The American buyer wanted fabrics, not perfect, but keyed to given price lines. He did not repeat his order.

These are stray examples of a single point: failure to adjust to the market. There is one almost comprehensive illustration. English sales to the United States, subject to a few exceptions, most of them new, are handled through a small number of importers, mostly in New York City. The importers, naturally, sell nearby and don't, since there is little reason why they should, try to pioneer the wide,

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Wipe out transportation worries over-night...

GENERAL AUTO'S PLAN OF FLEET RENTAL

Cuts your costs to

3 1/2¢

A MILE*

Plus Gas & Oil

Fleets of 5 to 500 New 1949 Plymouths, Fords or Chevrolets for Immediate Delivery

Only 3 1/2¢ a mile (*on 25,000 or more annual mileage) plus gas and oil pays all costs. We pay for repairs, tires, lubrication, maintenance, full insurance coverage, replacement in case of fire or theft, license plates—plus new cars every 12 months.

WE WILL PAY CASH FOR YOUR PRESENT CARS

Write or wire for information

GENERAL AUTO RENTAL CO.

COAST-TO-COAST

HAROLD B. ROBINSON, President

1255 E. Cheltenham Ave., Phila. 38, Pa.



but largely urbanized, west. Paul Hoffman himself tells how before the war he tried in Detroit to buy a couple of English bicycles for his children. He couldn't. He had to find the New York agent. Women who live in Kansas City have little opportunity to collect Wedgewood or Spode. The thick, expensive, English tweeds are not to be seen in the rich Dakotas where winters are severe.

Now, added to these dispositional flaws of salesmanship is the fact of Socialism, welfare and government controls. The civil service scrutinizes business practice. There are priorities on materials and on foreign exchange so that forms must be filled out and reviewed. A civil service is readier to pass at once upon a form like one already sanctioned than on something completely new. A deluge of new ideas could bottle neck a thoroughly efficient civil service office.

This, it must be said in abatement, would be a greater burden to American businessmen than it is to the British, who are accustomed to tradition, precedent and red tape and are adept in dealing with it all when they want too.

Dollar Consciousness

Although it must have been in back of their heads for years or decades, the British have just become acutely aware that they need dollars and, moreover, sales, rather than loan, investment or Marshall Plan, dollars. People are becoming or are about to become dollar conscious. It's almost like the war after the Nazis reached the Channel: there is fanfare, the enlistment of every class, calls for effort, slogans. Even originality and ingenuity will be allowed to interrupt the even tenor of entrenched company managements and comfortable government offices. Only Churchill's florid rhetoric is lacking. In a pinch, perhaps only then, the British change their habits.

Some time ago, the British created a Dollar Exports Board, which initially marked a kind of token recognition that something had to be done. There were government officials and the equivalent of industry dollar-a-year men who held meetings. Statistics were sifted in a dignified way; sales ideas were broached, discussed and tabled. But the crisis got hot and the meetings serious. Recently, the Board announced that there would be a big increase in dollars made available to companies pioneering the American market, "rank discrimination" in their favor, as the Board put it. Every reasonable request for American currency would be granted for these purposes:

1. Market research and surveys. Companies are encouraged to look for markets in the lines they can supply. American advertising agencies will be hired; some have been already. They will be given specific, not general, research jobs.

2. Advertising. The money for advertising will be available particularly for co-operative ads under the name of American dealers. In the case of advertising allowances, however, the Board will prefer companies invading new territory. In markets where British goods already sell, it is judged, increased advertising might be nice but isn't essential. Moreover, too much liberality might allow American dealers who already advertise British goods to shift the cost to England.

3. Establishing new dealerships. The British are aware that regular dealers often will be selling competing American products for which they hold franchises. They will refuse to take on additional lines. So, new men will have to be found; often they will need some financing of one sort or another. Naturally, the British will try to make the American dealer put up his own money. They will act as if they were bestowing a great privilege in allowing the dealer to invest himself in British inventory and its exploitation. But they realize that they won't always find partners ready to put up cash.

Progress Has Been Made

The Export Board itself has already done some spadework for research into the American market. Based on Consular districts, the United States was divided into four sales territories: the Atlantic centered in New York; the South and Southwest centered in New Orleans, the midwest centered in Chicago and the west centered in San Francisco. Although each territory is supervised by a Government man, there is also a business advisor lent by a British company. The areas have been broken down into smaller sales districts and relevant sales statistics gathered. These include figures from the 1948 Manufacturers Census, the 1940 Dealers Census, the SALES MANAGEMENT Survey of Buying Power, Social Security industry location reports. They also show, district by district, climate and temperature, snow, etc., with maximum and minimum rainfall, days of rain considered. England has raincoats and umbrellas for sale not to mention suit fabrics and shirtings better for some climates than others.

An interesting anecdote illustrates the sudden will to sell American. A British manufacturer had a high

\$1,000 won't buy

a more responsive or responsible audience for your product story than the

60,338 Specifiers and Buyers of all industries in America's blue chip plants . . . reached for only \$110 . . . through

INDUSTRIAL EQUIPMENT NEWS

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"The IEN PLAN"

**GOOD FOR SELLING . . .
BECAUSE USED FOR BUYING**

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THOMAS PUBLISHING COMPANY

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NEW JERSEY'S FOURTH LARGEST MARKET



BAYONNE CANNOT BE SOLD FROM THE OUTSIDE

You've got to put 'em right over the plate or you won't sell the hard hitting Bayonne Market. The Bayonne Times wins in the home park every day with a .760 batting average and 93% for the circuit (home delivered). Send for the TIMES Market Data Book.

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295 Madison Ave., N. Y. • 228 N. La Salle St., Chicago

For news about
**SALES MANAGEMENT'S
forthcoming Nov. 10th**

**"Survey of Food and
Automotive Markets,"**

turn to page 129

DAVENPORT NEWSPAPER TERRITORY

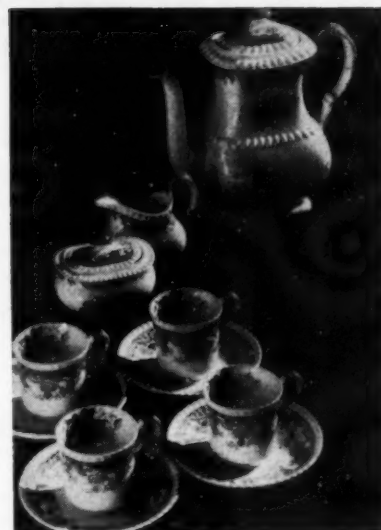


**HOME
DELIVERED
CIRCULATION
In IOWA
AND ILLINOIS**

**THE DAILY TIMES
THE DEMOCRAT & LEADER
DAVENPORT, IOWA**

Represented Nationally by
Jann & Kelly, Inc.

MORE \$: With English pound worth \$2.80, the famous Spode should find a larger American demand.



WORKMANSHIP: Quality is a key factor in purchase of pigskin boxes. The English are making more money available for promotional purposes.

grade leather polish which for years had given just the proper luster to the boots and saddles of the horsey set. After the war, by Government order, a due percentage had to be set aside for export. An American G.I. had noticed the polish and promoted it; he did a business of almost half a million. One of the Government's business advisors, passing on his application for exchange and materials, noticed the high American sales and asked the English equivalent of "How come?" Was there a sales discount? An advertising allowance? Some other come-on? No, none of these? He told the manufacturer that he would not favor the application unless an advertising discount were granted, but that, if it were, he would allow an additional \$25,000 to go over there to find more dealers in new territory.

The last minute drive for American customers is beset by difficulties of every sort, not the least of which is that the whole thing, to the British mind, is most unusual. England is now a heavy exporter to the sterling area countries. It sounds simple to say, "Divert your export business." If the

British divert too much, if they stop sending their cars to Australia, Australia will be less willing to cut down its purchases from the United States. They may buy the very British cars in New York. Dollars will have been earned but they will be immediately lost. Moreover, some of the sales to Canada in fact go there only for resale to the United States; this business need not and should not be diverted.

The British could do better if they carried high inventories in American warehouses. Then complaints about slow deliveries would be less frequent. But that takes either money or persuading somebody to carry your inventory. A British company sensibly asks whether a consignee should pay a tariff just to hold goods in stock? There is the possibility that if the British try too hard and succeed, American businessmen will successfully complain. Finally, the British must find salesmen.

One source of salesmen has been the United States itself and in fact those immediately employed by American companies. It isn't a business of stealing personnel. For months the trade

More than twice as many men read
The American LEGION Magazine
than the second-largest man's magazine!

THE AMERICAN LEGION MAGAZINE

A.B.C. Net Paid Circulation 3,031,838

(Period ending Dec. 31, 1948)

journals have been full of a deal under which Indian Motorcycle, which produces heavy models, would take on lighter weight British models, for which there has been considerable post-war demand. Cross & Blackwell have been adding to their British lines. A highly specialized British machine tool is marketed by an American company whose own products are of a general utility character. More deals of the same kind are being negotiated. As the Government rankly discriminates in favor of companies selling here, those that don't will hustle to line up with American manufacturers.

One answer to the danger of stirring American business opposition is to press the British specialization in the custom-made product. The British feel, for example that they can, Detroit notwithstanding, develop a good market for their own machinery. Their customer would be precisely the Detroit and other industrial cities against which they would seem to compete. The big manufacturer of standard motor equipment, they reason, himself needs custom-made machinery that will improve his own standardization. The British can do this kind of job, American concerns agree, cheaper and better; it's their customary business. They do it now

all over the world but, to date, have skipped the United States. The technique will be to visit plants, to collect problems and then to set their engineers to solving them. Thus, American resentment would be staved off since the customers would be the very concerns with greatest reason to complain.

Expanding Markets

The products now sold in the United States—the fine pottery, textiles, etc.—will be sold just as at present, but markets will be expanded. The British realize now that they had overlooked for a decade or so the shift to the west both of population and income. In Missouri and Texas are aristocracies of new found wealth, which would respond to the snob appeal of trade marks bearing the royal insignia. One English sales agency gives this an interesting twist. It sells odds and ends slanted to people who like to exhibit their conspicuously simple and expensive tastes. It offers just a small stock to the local swanky department store, pledging to fill in sizes and designs instantly on phone order and keeping the pledge. Hambros Trading Company has broken the country into sales areas, in each of which it offers a highly varied line

of British consumer merchandise. It's a little like guerrilla warfare. There is to be a vast miscellany of products, with no single one showing an inordinate sales rise that would invite immediate counter-attack; by the time counter-attack came, another product would have been substituted. Finally notice that the British, whether by drift or design, will be able to point out that America itself had pushed them into the United States markets.

Great Britain's need for American money is enormous. Between needing and getting it are all of the impediments of old habits on the part of people who cherish habit. The sales technique to which the British long ago settled down, after all, has its advantages. If the British fail to grow with an old market and to find new ones, instead only supplying what is assured, they don't, as in America, have to take note of almost continually rising sales costs. There is every possible excuse for staying put, except that it means bankruptcy. Britain again and again has drifted into crises from which she emerged and may once more. In this case it means a complete upheaval in British methods. It means acquiring something Britain always lacked, notably sales management.

Will the future bring us depression or prosperity?

*asks David F. Austin, Vice President in Charge of Sales,
United States Steel Corporation**

and then answers in part:—

*"The salesmen of America will decide
... not by what they say but by what they accomplish!"*

"It is much more important for a business to own a market than a mill. Anyone with capital can erect the nearly perfect source of supply, but unless the product can be sold at a profit, the physical property represented by the producing unit becomes a heavy liability.

"The sellers—the commercial research men, the market development men, the advertising men—the peddlers, if you please—are once again about to become the prime movers in the economic picture."

* In the keynote address before the National Industrial Advertisers Association Annual Convention, Buffalo, New York, June 13, 1949.

This Competitive Market is not something to be *afraid* of. Instead, it's a challenge! A challenge to cut the cost of taking products to market . . . to put to work the sales power needed to maintain volume sales . . . to make salesmen's *selling* time more productive.

All this adds up to **MECHANIZED SELLING** because:

MECHANIZED SELLING cuts the cost of taking products to market by use of the high-speed, low-cost tools of *Advertising*.

MECHANIZED SELLING puts more sales power to work by helping salesmen over the time-consuming preliminary steps to a sale.

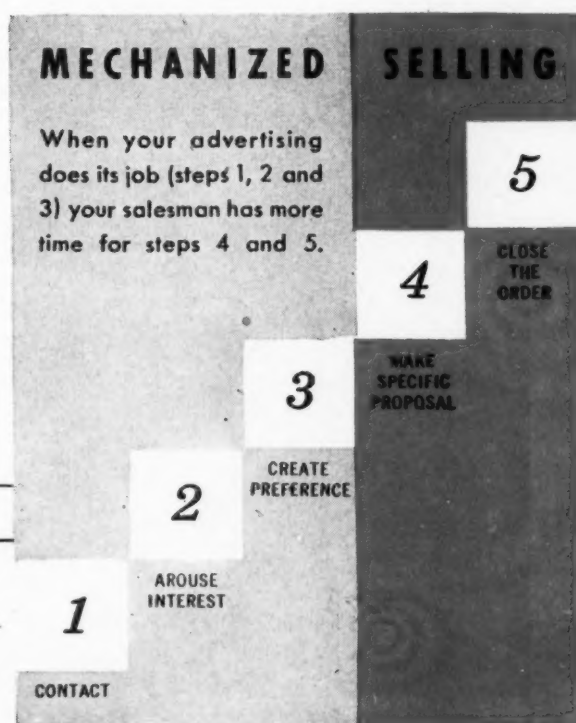
MECHANIZED SELLING makes salesmen's time more productive by enabling them to concentrate on the pay-off jobs of making a specific proposal and closing the order.

For a complete picture of how Mechanized Selling makes your salesmen more effective, write for a copy of our fast-reading 24-page booklet "Orders and How They Grow."

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P U B L I C A T I O N S**



330 WEST 42nd STREET, NEW YORK 18, N. Y.



Six Helpful Tips for Media Salesmen

BY C. RONDONANSKI

Advertising and Sales Promotion Manager, Sealright Co., Inc.

An advertising manager tosses out some simple suggestions on extra-curricular activities that might well develop into dividends for space and time men who want to do something to lift their selling above the "peddler" level.

To supplement the traditional functions—like getting theater tickets or picking up dinner checks—I would like to suggest six other extra-curricular services, a media salesman for a national publication, let's say, can perform. I mention this because a good media friend of mine complained the other day that everybody he wanted to see was out of town. His trip upstate had turned into a dud.

As an advertiser, I appreciate the niceties that some of the media men pass on but I do believe there is a way of distinguishing oneself over and beyond the call of the dinner check.

Here are six extra-curricular activi-

ties which an advertiser would also appreciate:

1. Call on the wholesale trade:

Ever thought of helping out a factory representative? By the time the poor guy, in some firms, gets through talking prices, credits, and lost shipments to the jobber, he is reminding the jobber about his firm's advertising program with his hat in his hand. Ever thought of dropping in on a wholesaler, once a week, for a few minutes? You have nothing to talk about but advertising, and the novelty of someone calling on him directly from the publication will very likely

make a better impression on him than an "impressive" mailing piece. Talk about the company's advertising in your book as well as your competitors'.

2. What conventions do you go to?

Conventions are full of busy trade publication people and yet, I wonder, how many national publication representatives bother going to a trade show. If there's something your advertiser is planning, you will likely hear about it there. You will get a chance to see what your advertiser's competition is doing, what it looks like. You will get a chance to meet a lot of the company's personnel.

3. Study the product and the sales program:

If you are looking for reading matter in the hotel lobby or your room, ever think of going over some of the literature of firms advertising in your book? Ever try to get on the mailing list to receive sales bulletins, special promotions, along with company sales representatives? You expect an advertiser to know a lot of things about the selling effectiveness of your publication. If you don't think it is good business practice to know about the important phases of their selling program, then it is mighty darn courteous to express interest.

4. Attend sales meetings: I think most sales managers would welcome an occasional visit from you. And it is very possible that they will call on you to help out in the dramatization of next year's national advertising schedule on which your book is included.

5. Accompany salesmen: I know one media salesman who has names and hotels where factory representatives usually stay. He registers in the same hotel, gets acquainted with them, talks company business with them and travels along, making calls with them.

6. Buy the Advertiser's Product:

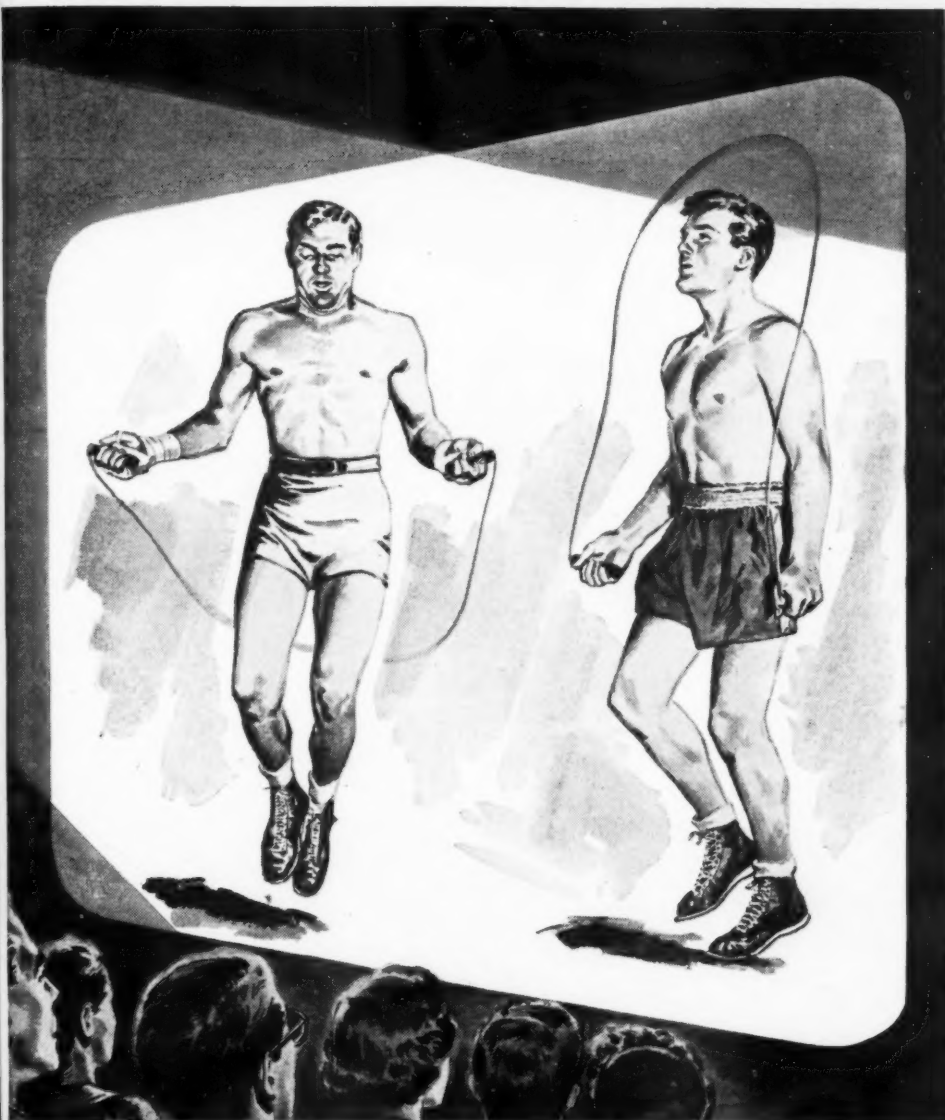
If you're going to put your feet on a customer's desk, be sure they're in the shoes he makes. The shoes you buy won't change the manufacturer's statement but they can help you. At least you're enough interested in the account to buy the product.

The wide-awake advertiser likes to tell his organization that the sale begins on the dotted line, that the little services pay off in better customers.

From the space salesman who sell him he expects the same thing. He feels that perhaps he deserves a little more than a basketful of canned statistics, a new joke, or a couple of Manhattans. I think he would like to see the media salesman take a personal interest in his products and his company.



"Who do you think you are, my district sales manager?"



Get 'em down to fighting weight!

From now on it's a toe-to-toe slugging match! Are your salesmen ready?

Toughen those selling muscles... train them to land the stronger punches that insure sales when the going is rough!

And get the most out of your sales training films by showing them with Bell & Howell Filmosound projectors. They're precision-built to give you top performance at really low operating cost.

And they're completely *dependable*. That's one of the reasons why Filmosounds are the choice of so many of today's modern business and industrial firms.

Guaranteed for life. During the life of any Bell & Howell camera or projector, any defects in material or workmanship will be remedied free (except transportation).

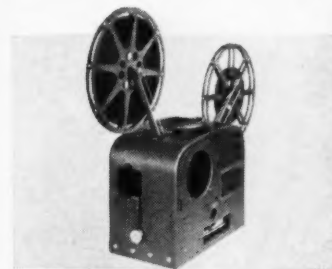
Precision-Made by

Bell & Howell

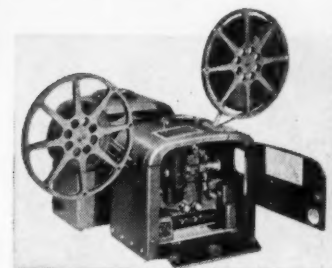
Since 1907 the Largest Manufacturer of Professional Motion Picture Equipment for Hollywood and the World

FREE help with your movie problem!

Perhaps you're planning a motion picture on shop training... employee relations... new production techniques, or any other subject pertaining to your business. A Bell & Howell expert will gladly help. No obligation. Just write or phone Bell & Howell Company, 7190 McCormick Rd., Chicago 45.



New Single-Case Filmosound. Easy to carry and operate. Provides natural sound at all volume levels. Fast rewind, instant reverse. Stop for stills. Brilliant 1000-watt lamp. Approved by Underwriters' Laboratories. With six-inch built-in speaker, only \$399.50. Larger separate speakers available.



New Academy Filmosound. Portable, lightweight. Incorporating all features of Single-Case Filmosound, it delivers greater sound volume for larger audiences. Available with 8-inch, 12-inch or power speaker, in separate case. With 8-inch speaker, now only \$474.50.



Send for this FREE BOOKLET!

Movies Go to Work... tells briefly and clearly how to use motion pictures for

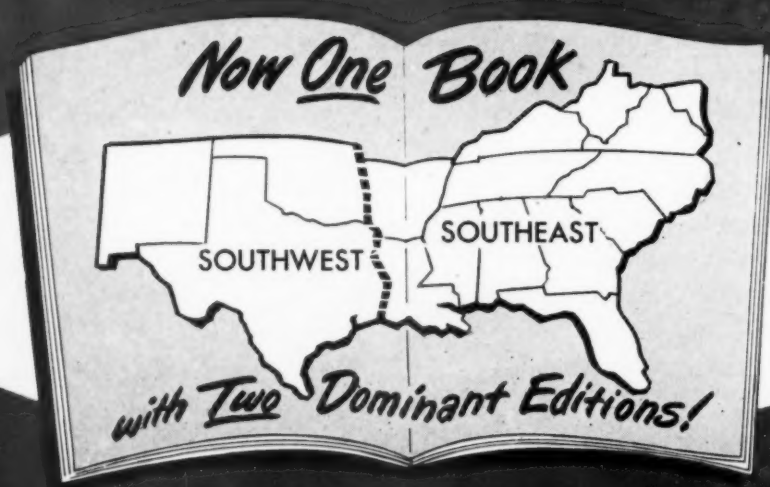
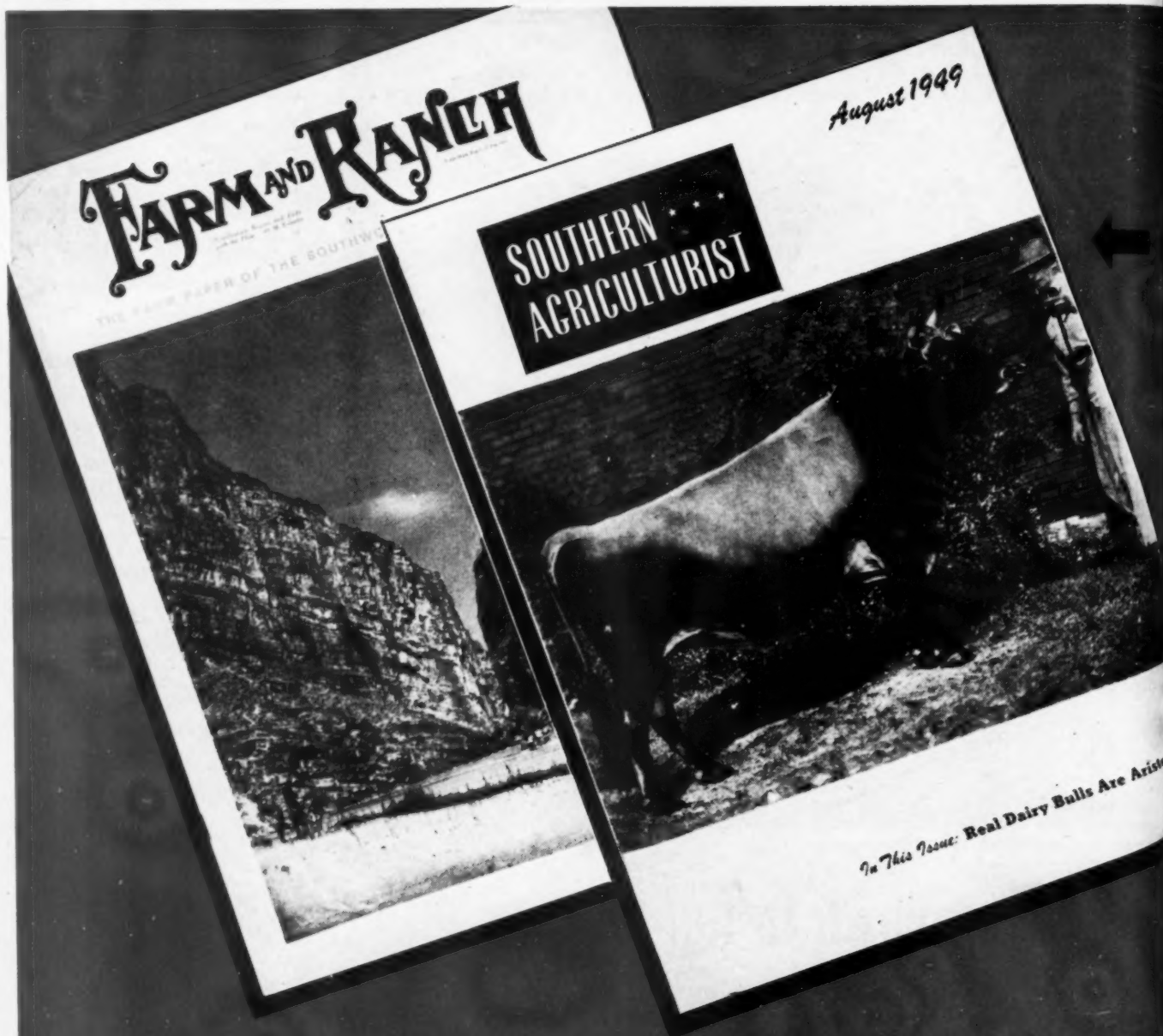
- Training salesmen
- Selling your product
- Improving public relations
- Increasing production

Clip out this coupon and mail today to Bell & Howell Company, 7190 McCormick Road, Chicago 45.

Name _____

Address _____

SOUTHERN FARM



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LEADERS UNITE!

FARM AND RANCH *joins* SOUTHERN AGRICULTURIST To Give the South Its Greatest Farm Magazine

Here's the Most Important News in the Farm Magazine Field! Effective with the January, 1950 issue Southern Agriculturist, reaching the Southwide top-million farm families . . . and Farm and Ranch, for generations the preferred farm magazine of the Southwest . . . will join forces as *one* publication.

This new power-packed twin publication will reach more homes, more farms and ranches in the South and Southwest than any other farm magazine in America! With fuller, still better coverage of farm and ranch problems by an augmented staff of editorial specialists, this dominant new Southern farm magazine will exert still greater influence on the living, working and buying habits of these upper-income farm families in the up-and-coming NEW South.

Patterned to fit Southern needs and Southern wants, the new Southern Agriculturist with Farm and Ranch will be a bigger, better, more complete magazine, with more features, more pictures and illustrations, more and better color!

From cover to cover—it will keep pace with the great 15-State Southern Farm Markets' importance in our national economic picture—continue to be first in coverage of the South.

1,275,000 GUARANTEED CIRCULATION Gives Advertisers Top Coverage *Southwide*

First by far in Southwide farm coverage, the new Southern Agriculturist with Farm and Ranch gives greater circulation in both the Southwest and the Southeastern areas than any other farm magazine in the nation!

The uniting of these two publications takes your sales messages to the better-able-to-buy farm and ranch homes of the top income counties in the multi-billion dollar Southern farm market.

Richer, bigger, steadily increasing, this market continues to dominate the national farm income potential. In 1948, the rate of increase over 1947 for cash farm income in the 15 Southern states MORE THAN DOUBLED that of the rest of the nation! To reach and sell this rich, growing market . . . there is no better medium than the new Southern Agriculturist-Farm and Ranch . . . FIRST IN COVERAGE OF THE SOUTH.

*For the new year . . . for your new budget . . . for new coverage and results
—put the NEW SOUTHERN AGRICULTURIST with FARM AND RANCH to work for you!*

The New
Southern Agriculturist *with Farm and Ranch*

Offices in Nashville • Dallas • Atlanta • Chicago
New York • Los Angeles



Your permanent billboard on your customers' and prospects' desks for less than 50c each

**OTHER EFFECTIVE
SALES AIDS**

Year Books
Pocket Diaries
Memo Books
Billfolds
Wallets
Key Cases
Pocket Secretaries
Library Sets
and other desk
and pocket items.

*in lots of 250 or more
(sample 50¢ postpaid)*

useful . . . good-looking . . . of tough, durable, rich, walnut finish plastic.

Your Ad stamped in genuine gold.

Overall size of box 3 $\frac{3}{4}$ " x 6" . . . contains over 200 pieces of 3" x 5" white sulphite bond paper.

Write for prices in the quantity you need.

ADVERTISING CORPORATION OF AMERICA

TWO PARK AVENUE • NEW YORK 16

Factory • Easthampton, Massachusetts

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OCTO

SALES MANAGEMENT presents here the major portion of Mr. Brophy's address before the magazine publishers, in which he reported his observations of current conditions in England under a Socialistic Government and stressed the danger of a drift toward Socialism in America.

His talk ended with a plea for the magazine industry to undertake a job of mass public education which will widen and deepen public understanding of American Democracy and make clear the dangers inherent in any drift toward a "welfare state."

SM's editors believe the cause for which Mr. Brophy pleads is worthy not only of whole-hearted support by the magazine industry, but support by all other branches of mass communication.

The Editors.

Brophy Sees England's "Lazy Way" Economic System Menacing U. S. A.

BY THOMAS D'ARCY BROPHY*

Chairman, Kenyon & Eckhardt, Inc.

Over there they call it "The Soft Option." This American advertising executive appraises the welfare state, finds it wanting, calls for a more aggressive campaign to explain the values of the American system through mass media.

Along with some 400,000 other Americans, I spent several weeks in Europe this summer. One of the purposes of the trip was to find out for the trustees of the American Heritage Foundation whether or not several plans, designed to bring about a better understanding in Western Europe of our American way of life, were practical.

England was grim. The problems there are of the greatest complexity and are becoming greater as the dollar gap widens. Production costs are high, and there seems to be an unwillingness to do what is necessary to reduce them. Evidently the "welfare state" comes first and how to pay for it, second. This is assuredly putting the cart before the horse.

There are many factors contributing to England's situation. The loss of her pre-eminent position in foreign trade, the lack of capital and incentive to modernize her industries and make them competitive in world markets, and particularly the wiping out of her foreign investments, have crippled the nation's recovery. Still, it seemed to me that the essential difference between the encouraging progress in Italy and the discouraging prospect in England, is in the attitude of the people.

We in America, who have so long admired the British, find it difficult to understand the lethargy that now grips them. It is not unemployment that has brought on this lethargy; there is full employment and full production in England today. It is the loss of initiative, the lack of incentive, the absence of that self-re-

liance which John Bull has so long symbolized.

In England today we see Socialism in a relatively advanced state of development. It is not Communism. It is not the dream-world of Marxist theory under which there would be no police because there would be no need for police. Neither is it the police-state to which Communism, in actual practice, has reduced Russia. Its end result is the soft life, the irresponsible life, the elimination of competitive effort and the leveling of living standards.

The British call it "the soft option" which, translated broadly, means the lazy way. I heard it expressed in lighter fashion at the Palladium in London, when Ted Kay brought down the house with "your husband coming home from what he laughingly calls his work." That is the spirit of "the soft option." It entails easy indifference to financial standards. It condones excessive expenditures for irrelevant and uneconomic activities. It produces over-grandiose conceptions of a welfare state. It develops a disinclination to compete in hard markets and, of course, the philosophy of less work

* Condensed from an address by Mr. Brophy before the National Association of Magazine Publishers.

for more pay. The soft option cripples incentive and kills ambition. It puts too great a premium on security and discounts self-reliance.

As a result of this excursion abroad, I hold these convictions:

Communism and the threat of war are not now the most pressing problems of western Europe. The real threat to the security of the Western World is socialistic and from within.

There is ample evidence all around us of an alarming trend toward the "soft option" in the United States, and if it is not halted soon, the welfare state will become a reality in America.

Should this occur, it will be because the American people are ignorant of the basic principles under which this country rose from a primitive frontier civilization to our present eminence in a century and a half.

An analysis of the problem, it seems to me, points to two conclusions: (1) It is not easy to make explicit what our kind of democracy is; (2) there has not been the co-ordination of effort, the weight of effort, or the continuity necessary for the accomplishment of such a broad objective.

Many engaged in this work assume

that democracy exists as an ideology and that the problem is one of stating it explicitly. The assumption is that democracy should be defined as a specific set of ends and goals, or system of beliefs, on the same order as we find in the "isms" which have emerged to threaten us. The definition of democracy in such absolute terms is difficult, because democracy, as we know it today, is a way of life.

This way of life means different things to different people—a combination of rights, privileges and responsibilities, many of which are taken for granted, like the air we breathe.

What makes it difficult to combat the welfare state is that it is so easily accepted as a further extension of the rights and privileges every American is entitled to. That, too, is the reason only the broadest possible educational campaign can be expected to develop a general awareness of the threat to our way of life inherent in this trend.

So I plead for an all-out educational effort to bring about a greater understanding of the facts of life as we live it here in the U. S. A. I say "the facts of life" because the subject is that broad.

It encompasses a greater appreciation of our political freedoms, a better understanding of our economic system, recognition of the importance of individual initiative and the stimulus of competitive effort—a keener appreciation of the values in American life which have produced the qualities of individual alertness, personal vigor and self-reliance that have made this nation what it is.

Role for Magazines

In my opinion, the magazines of America possess the co-ordinated power and influence to assume the leadership in so great an educational undertaking. There are, I believe, more than a thousand magazines published regularly in the United States, with a combined circulation of more than 150,000,000 copies—enough to supply a copy to every man, woman and child in this country every month.

It would be in no sense a new role, for individual magazines have for years made magnificent contributions to the better understanding of these basic principles of Americanism.

We who deal with advertising are forced to realize the importance of adequacy if we are to make advertising pay. We know that more money has been lost through under-advertising than ever was wasted by over-advertising. We know, too, the importance of sustained effort of keeping everlastingly at it. If such persistence is necessary to sell a product or a service, how much greater is the need of adequacy in promoting a wide understanding of the basic principles on which our national life depends!

What has been done so far is not enough. Magazine publishers of the country, having both the strength and the desire, should take the leadership in this vital undertaking as an industry. I am confident you will not fail, that you will not take the "soft option" in this task of revitalizing the spirit of America.

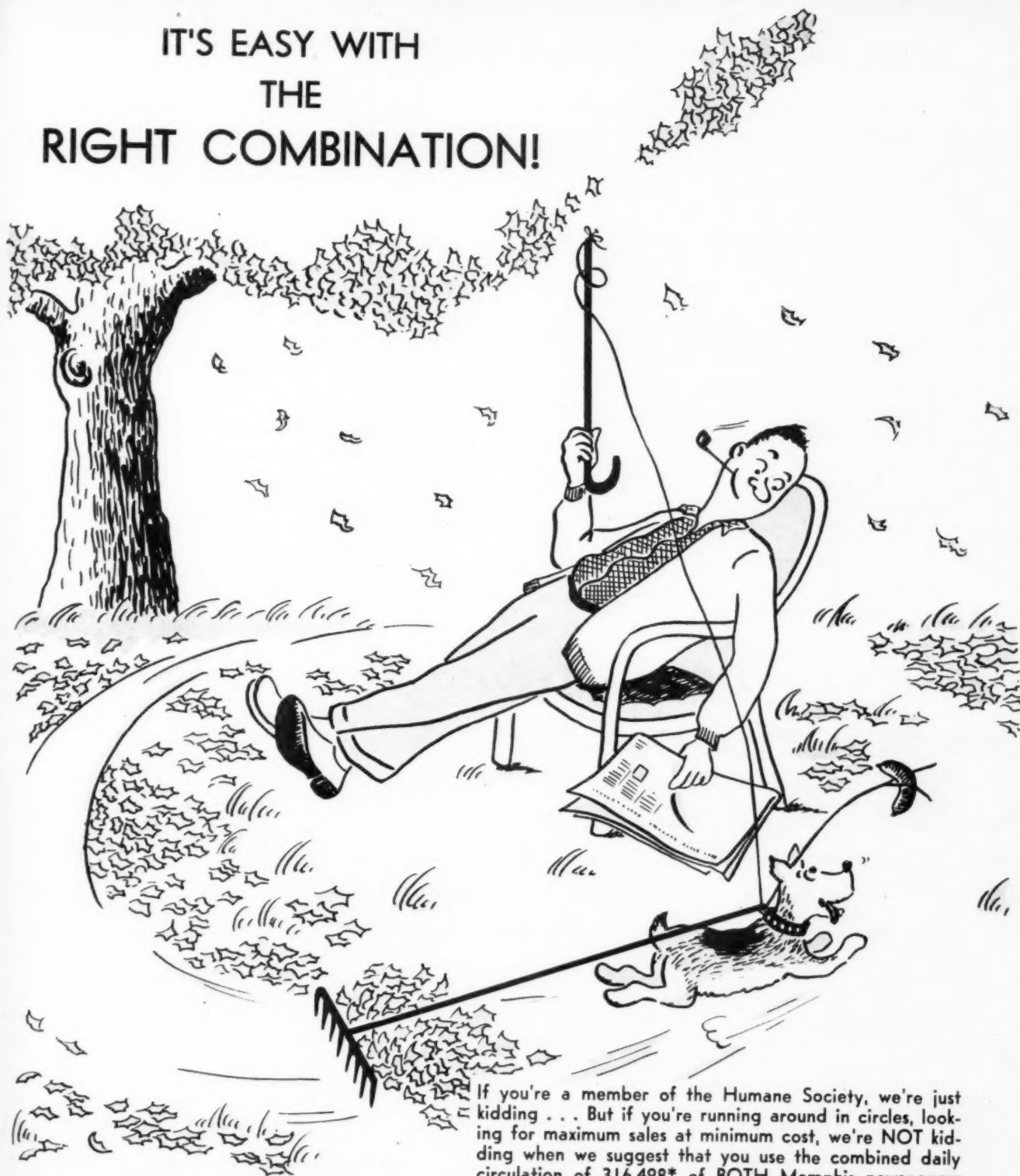
I am not thinking of a uniform effort such as the flag covers of July, 1942. There is no need for such uniformity. My suggestion is that every magazine expand what it is now doing to bring about this wider understanding, each in its own field and in its own way.

The people of this country must be informed about the dangers inherent in the welfare state. They must be warned against the "soft option" and its resultant economic and political decay. They must be reminded that what has made America great is the enormous self-reliance of its citizens as individuals.



BLUE RIBBON WINNER: The display of the Watchmakers of Switzerland took first prize at the recent Canadian National Exhibition, Toronto. Reasons: Unusual color treatment, merchandising appeal, originality, and neatness.

IT'S EASY WITH THE RIGHT COMBINATION!



If you're a member of the Humane Society, we're just kidding . . . But if you're running around in circles, looking for maximum sales at minimum cost, we're NOT kidding when we suggest that you use the combined daily circulation of 316,498* of BOTH Memphis newspapers to cover the billion and one-half dollar Memphis Market at an optional daily combination rate savings of 13c per line. It's the RIGHT COMBINATION for the RIGHT RESULTS!

*ABC Publishers' Statement, March 31, 1949



Scripps-Howard
Newspapers

MEMPHIS
PRESS-SCIMITAR THE
COMMERCIAL APPEAL

Jones Heads Distribution Council

At a special luncheon of the National Distribution Council of the United States Department of Commerce, held jointly with the Board of Directors of National Sales Executives, Inc., in Washington September 8, Secretary of Commerce Charles E. Sawyer announced the appointment of George Jones (see cover photo) as the new chairman of the National Distribution Council.

Mr. Jones is vice-president of Servel, Inc., and a two-term past president of National Sales Executives, Inc., in which he has long been an active and influential leader. Mr. Jones played an important part in the original conception and creation of the National Distribution Council and has been a member of it and of its executive committee since its formation several years ago.

L. A. McQueen, vice-president, General Tire & Rubber Co., retiring chairman of N. D. C., becomes chairman of its executive committee and Raymond Bill, publisher of SALES MANAGEMENT, becomes chairman of its advisory committee.

Two new members were appointed to N. D. C.: John P. Williams, executive vice-president, Radio Station WING, and Arthur H. (Red) Motley, president, Parade Publication, Inc., and chairman of the board of National Sales Executives, Inc.

At its business meeting, N. D. C. formally approved in principle the resolution of the American Association of Advertising Agencies, the full report about which appears below.

Resolved: That Distribution Needs Better Recognition

Failure of the public and Government bureaus to appreciate the role of distribution gives us a "dangerously lop-sided view of our economy," declares a resolution adopted by the American Association of Advertising Agencies.

The American Association of Advertising Agencies sends out a warning against a "dangerously lop-sided view of our economy," that may have harmful effects on business planning and Government decisions.

In a resolution adopted by the A.A.A.A. Operations Committee major emphasis is on distribution which includes "all the activities employed in finding customers for goods and services and in moving goods, geographically and through the channels of trade."

Industries, companies, Government groups, educators, writers of textbooks, and others are urged to see that the processes of distribution get "full and favorable public understanding, so that they may be constantly encouraged and improved and may attract our best minds and resources, comparable to the attention

long given to production."

A.A.A.A. also urges "full attention to advertising as a part of distribution." "Advertising," it states, "is the counterpart in distribution of the machine in production. By the use of machines, our production of goods and services has been multiplied; advertising multiplies selling messages and appeals; hence advertising has a major opportunity and responsibility for moving goods fast enough and in large enough quantities that our economic welfare may be served."

This reflects a view held by the Association, that advertising should be regarded as an essential part of the business of selling and not as a separate, isolated or unique activity. "Advertising works in the business framework of distribution," says A.A.A.A. President Frederic R.

Gamble. "Until there is better understanding of distribution we are not likely to see a proper understanding of advertising."

The resolution was proposed by the A.A.A.A. Committee on Government, Educator and Consumer Relations, headed by William Reydel, partner in the Newell-Emmett Co.

"As we explored this field," says Mr. Reydel, "we were surprised that so few people are aware that distribution is now one of the major parts of our American economy. Some authorities estimate that distribution provides employment for more than half of the United States working population. This may be high, and no better estimate is possible until the Government completes the current Census of Business. However, it is certain that more people are now engaged in distribution than in either manufacturing or farming. The number is increasing steadily."

Unfamiliarity with distribution, Mr. Reydel points out, is due mainly to the lack of information about it, and his committee urges industries and companies to explain distribution wherever possible—in annual reports, employee reports, institutional adver-



Welch's Grape Juice

tempts thirst
through the pages of
ALL 8
BOOTH *Michigan* NEWSPAPERS



Advertising Agency:
Lennen & Mitchell, Inc.

The Welch Grape Juice Company of Westfield, New York, knows a thirsty market when it sees one . . . it's the big market of Michigan. When promotion-wise Welch decided to direct Michigan's thirst to Welch's Pure Concord Grape Juice, it just naturally scheduled space in all eight BOOTH Michigan Newspapers!

Thirsty for more sales for *your* product? You'll satisfy that thirst in Michigan's lucrative, steady markets through advertising in BOOTH Michigan NEWSPAPERS! Investigate the urge-to-buy power of Booth's 386,630 net daily paid ABC circulation!

For specific data on Booth Michigan Markets, write or call:

Dan A. Carroll, 110 E. 42nd Street,
New York City 17

The John E. Lutz Co., 435 N. Michigan Ave.,
Chicago 11

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

IF YOUR PROFITS DEPEND ON PLASTICS

GET ABOARD!

Come January, the plastics industry will be presented with the most powerful sales aid ever placed in its hands—the January issue of **MODERN PLASTICS**.

Its sole objective will be to *sell* all industry on plastics as basic materials.

It will be a slam-bang, all-out, meticulously documented promotion piece aimed at proving the indispensability of plastics to every segment of American industry.

In this one issue—and with *double* the normal amount of editorial material—will be an industry-by-industry, product-by-product analysis showing how and why plastics make better products and better values. Each instance will be buttressed with air-tight case histories containing all available facts and figures relating to production, merchandising, marketing, sales and costs.

To make certain that the issue reaches top management in every industry where plastics can find a market, regular circulation will be augmented by selective distribution to selected lists of important executives in top-rated manufacturing companies throughout the country.

As a result, circulation will reach a guaranteed 25,000—about 25% more than that of a regular issue.

Every company in the plastics industry has a vital share in the tremendous sales promotional effect which the January number will create.

Not only will it provide a unique advertising opportunity for plastics material manufacturers, molders, fabricators, laminators, and converters, but it will serve, too, as a permanent sales weapon in the briefcase of every salesman in the plastics industry.

Get aboard. Put in your space reservation now.



MODERN PLASTICS

122 East 42nd Street

New York 17, N. Y.

tising, house organs, in business-sponsored classroom materials.

A.A.A.A. also points to the neglect of distribution in Government circles.

Beyond the resolution, A.A.A.A. believes that any projects to advance the cause of distribution should be jointly conducted, embracing all the various organizations concerned. Joint groups already exist, it points out, in the National Distribution Council, a semi-governmental advisory group to the Secretary of Commerce, and in the Domestic Distribution Department of the Chamber of Commerce of the United States, but neither has primarily a public relations function.

The Resolution

The resolution, which follows, is also expected to give impetus to A.A.A.A.'s individual efforts to advance the cause of advertising as a part of distribution:

Whereas distribution is the term used in American business to include all the activities employed in finding customers for goods and services and in moving goods, geographically and through the channels of trade.

Whereas distribution, nation-wide and localized, is a major and distinctive feature of our American economy, providing employment for more people than are engaged in manufacturing or farming.

Whereas enlightened business leaders are convinced from experience that successful distribution is also the key to a prosperous economy and high general employment. For when buyers are induced to buy, goods are moved, services are rendered, factories and farms are kept busy and employment is maintained.

Whereas our production plant is already the most highly developed in the world, and our volume of goods and services is the highest, and our potential volume is also the highest, so that we must now look to greater and more efficient distribution for higher employment and a steadily rising standard of living.

Whereas the processes of distribution thus need full and favorable public understanding, so that they may be constantly encouraged and improved and may attract our best minds and resources, comparable to the attention long given to production.

Therefore, be it resolved that the American Association of Advertising Agencies shall strive to promote widest understanding of the importance of distribution in our American economy, and

Be it further resolved that we shall urge upon all concerned the need for active attention to distribution: by industries and companies in their plans and their communications with the public; by educators in their textbooks and classrooms; by government in its councils, and

Be it further resolved that we shall urge full attention to advertising as a part of distribution; for advertising is the counterpart in distribution of the machine in production. By the use of machines, our production of goods and services has been multiplied; advertising multiplies selling messages and appeals; hence advertising has a major opportunity and responsibility for moving goods fast enough and in large enough quantities that our economic welfare may be served.

Promotion

Displays for Advertisers

... *Good Housekeeping's* advertisers. The magazine has a new brochure which represents a departure from its usual presentation of merchandising material. It offers, in one package called "*Good Housekeeping Means Good Merchandising*," a variety of tested methods for reaching the consumer as well as salesmen, jobbers and dealers, via the publication. The brochure is indexed by such classifications as merchandising aids, cover wrap-around, ad-marking tear sheets, letterhead and envelope stickers, etc. All available to advertisers in the magazine. Wesley Bailey, promotion manager, at 57th Street and Eighth Ave., New York City, will send you the brochure.

Clever Idea

The American Magazine is "exposing" itself. To give potential advertisers a better idea of the type of people who read the magazine and of the type of company which advertises in its pages, the publication will send you what looks like a roll of undeveloped film. Inside, told via pictures of famous personalities who read the magazine, is *The American Magazine's* story. On the reverse side of the "film" is a partial list of advertisers. Even if your product is not in a category logical for *The American Magazine's* market, you might still put the "film exposure" promotional plan to use.

"Take a Look at Tampa"

... if you'd like to, that's the title of a handsome promotion piece from The Greater Tampa Chamber of Commerce. The booklet will provide you with a "look" at most of the phases of Tampa's economy, its recreational facilities, its peoples. Want to know about Tampa's labor supply its temperatures, its market? You'll find the information in this booklet. Within a 50-mile radius of the city lives 23.3% of the state's population; during 1948 Tampa retail establishments did a total business of better than \$160 million. The Chamber will supply.

The National Negro Market ...

... is the title of a new promotion piece put out by Interstate United Newspapers, Inc. It is based on a survey which comprises a total of 5,000 typical Negro families, carefully stratified by census tracts and rental

areas and constitutes a sample of 1% of the total number of Negro families resident in each of the cities selected. The American Negro population has an annual income of \$10 billion. This booklet shows not only the Negro's buying power but his educational status (by chart and by sections of the U. S.), the distribution of family income, occupations, his ownership, or plans to own, home equipment, and how he spends his dollar. Available from Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y. C.

Peoria

Need facts, figures (including retail sales) on the Peoria market? The *Peoria Journal Star* can send its latest promotion piece, making use of *S.M.'s Survey of Buying Power* figures and containing facts on population, electrified homes, automobile registrations, savings deposits and telephone units, to name a few items covered. Write Earl H. Maloney, advertising director for the newspaper.

What do your dealers want to know about the products and promotions you are trying to sell?



You'll find some suprising answers
in ABP's nation-wide survey
of 355 typical dealers

"Nobody Profits Till Something is Sold"

This 32-page booklet shows you how to help your dealers ring up more sales for your products. If you'd like a free copy, please check here ... ☐

THE ASSOCIATED BUSINESS PUBLICATIONS

205 East 42nd Street, New York 17, N. Y.

Gentlemen: Please send me your summary of ABP's latest dealer survey.

NAME

COMPANY

ADDRESS

CITY STATE

Boltaflex: A Product That Won Brand Identity in 36 Months

BY SOL SACKEL

Advertising Manager, The Bolta Co.

On products used in re-manufacture, it's customary to think of achieving widespread brand recognition only in terms of decades. But Bolta's smart sales policies have plastered the name all over Kingdom Come in three years.

One way to solve that always challenging problem of establishing brand identity for a product not bought directly by the consumer is to "let everybody get into the act." Anyway that's one of the methods adopted by The Bolta Co., with excellent results. Within the short period of less than three years, we have won nation-wide recognition for our line of Boltaflex plastic upholstery fabric.

Another Bolta policy which is paying dividends is the intensive cultivation of the market at all levels—fur-

niture manufacturers, upholsterers, interior decorators and architects, as well as the ultimate consumer. Generous and widespread sampling has been an important plank in that part of our program.

As a result of this aggressive merchandising and promotional campaign, the Boltaflex label is well-known today both to the trade and to a large segment of the public. Most gratifying, because of its promise for the future, is the fact that retailers have picked up the ball and are keep-

ing it in motion. Large stores, such as Wanamaker's in New York, have taken full pages in newspapers to advertise furniture bearing the Boltaflex label, and in almost any metropolitan Sunday paper, there is likely to be a retailer advertisement, or perhaps several, featuring the label. Thirty Sears, Roebuck stores along the East coast recently ran major promotions around Boltaflex-covered furniture. The current catalog of Spiegel's the mail order house, mentions and shows applications of Boltaflex a dozen times—by the yard, on upholstered furniture, on headboards and on chrome furniture, and devotes two full pages, in color, to Boltaflex-covered chairs and headboards of beds. Gratifying to us, also, is the inclusion of a swatch of the material on one of these pages—the

IT'S GOOD GOING . . . when you can get thirty Sears Roebuck stores to run a major promotion on your product. They did that for Boltaflex. This window display is one sample of the splashy way they featured Boltaflex-covered furniture. Photo from the Sears store in Allentown, Pa.



Coming soon...

SALES MANAGEMENT'S November 10th

SURVEY OF FOOD & AUTOMOTIVE MARKETS

Including:

- Nationwide breakdown of food sales and related factors by the 184 Wholesale Grocery Trading Areas as defined by the Department of Commerce. Tabular data in two parts. Part One gives totals and rankings for each of these 184 Areas. Part Two gives data on 1,100 major cities and shows how each stands within the area of which it is a part.
- 1948 passenger car registrations for all U. S. counties in terms of "Passenger Cars per 1,000 Families," prepared exclusively for SALES MANAGEMENT by the Reuben H. Donnelley Corporation . . . the first time since before the war that such figures have been published in any magazine.
- State and regional data including new "Summary of All Data by States and Sections" bringing this *Survey of Buying Power* feature up-to-date for the full year 1949 based on projections from preliminary 9-months' estimates of sales, income and population.

This new and timely "Survey of Food and Automotive Markets" will be the feature of SALES MANAGEMENT'S regular November 10th issue. All SM subscribers will receive their one copy and a limited number of additional copies will be available at 35 cents each. Advance orders accepted now. Other SALES MANAGEMENT data on local markets is available in the May 10th "Survey of Buying Power" issue and in "High Spot Cities" appearing in SM the first of every month.

Sales Management



THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.—Chicago—Santa Barbara

OUR READERS ARE BUYING

read every month by the Creamery Products Manufacturers. Producers of butter, cheese, dry, condensed and evaporated milks. Most of these plants are located in large cow-populated areas and have substantial purchasing power.



ICE CREAM REVIEW

read every month by ICE CREAM MANUFACTURERS located in all cities and towns, and who sell through wholesale outlets as well as company-owned or controlled stores.

read every month by Milk Dealers—producers of bottled products, cottage cheese and other dairy products, and are packagers and distributors of butter and eggs.

the MILK DEALER



Every worthwhile milk dealer, creamery products manufacturer and ice cream manufacturer regularly uses this large red book as a BUYING GUIDE and DIRECTORY. It is the annual, permanent, BUYER'S REFERENCE book.

OLSEN PUBLICATIONS 1445 NORTH FIFTH STREET MILWAUKEE 12, WISCONSIN

**WE'RE
STRONG
ON
PLAN-
POWER!**



This is our basic procedure in creating successful displays:

**WHAT to sell
WHO to sell
HOW to tell it**

This is what we mean by "plan-power"!!

**Hartwig
DISPLAYS**

1109 N. Fourth St., Milwaukee 3, Wis.
SALES OFFICES IN PRINCIPAL CITIES
Write for complete information

first time, so we've been told, that Spiegel has done this.

Though Bolta's entry into the upholstery field is recent, the company has been in existence since 1929. Starting with the manufacture of hard rubber combs, it branched out into plastic combs as well, and subsequently added facilities for producing plastic hangers, hard rubber and plastic food trays and other restaurant equipment, and plastic sheeting for handbags. These items are still in production, but the newest line, plastic upholstery sheeting, has forged ahead to first place among the firm's products.

In 1946, when the company was enjoying excellent success with plastic sheeting for handbags, the executives were unwilling to allow its progress to be so closely tied to a fashion item. As a result, tests were made to develop a heavier plastic sheeting for upholstery. The resultant new product was put on the market in January, 1947, with total sales for that month amounting to \$1,300.



ADVERTISING TO CUSTOMERS: A consistent campaign—mostly in color—in magazines for homemakers, has played a major role in establishing identity in the minds of consumers for Boltaflex. Advertisement from Good Housekeeping.

These are the advantages we had to offer in Boltaflex:

It is highly resistant to scuffing, to wear, and to stains of alcohol, grease, perspiration.

It will not crack, chip or peel. (It flexes without cracking even at 20 degrees below zero.)

It is resilient—always returns to its original shape.

It is quickly cleaned with soap and water or with a damp cloth.

It is waterproof and flame-resistant.

It will not wrinkle or sag.

Colors are fast—will withstand at least 5 years of normal wear without fading.

It has a tensile strength of 70 pounds per lineal inch.

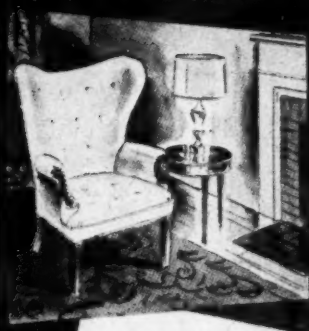
Colors are specially blended, may be used together in perfect harmony.

Even before the fabric was offered to buyers, a sales program had been mapped out. This required building a force of sales representatives (now numbering twenty), some salaried and others on commission (depending upon the territory), to cover the principal furniture manufacturing areas of the United States. Jobber

and wholesale distribution was secured through upholstery and fabric supply houses in the principal cities of the nation.

Meanwhile an extensive advertising campaign was prepared. Its emphasis was on the brand name and

CAN YOUR FURNITURE PASS THIS "Better Living" TEST?



- 1 Is it beautiful, modern, colorful, yet harmonious with other furnishings?
- 2 Can you buy other pieces later that will "fit in" to your present color scheme?
- 3 Is it durable? (Does it still look cheerful and new... after years of wear?)
- 4 Can food stains—even lipstick—be removed with a sudsy cloth?
- 5 Is it washable?
- 6 Is the material on your upholstered furniture fire-resistant?



BOLTA PRODUCTS SALES, Inc.
LAWRENCE, MASS.
BEFORE YOU BUY—BE SURE IT'S BOLTAFLEX

the Boltaflex label, which was to appear in every advertisement and piece of literature issued in connection with the product. Its aim was to educate consumers to an understanding of the properties of our all-plastic ma-

SALES MANAGEMENT

terial, which is self-supporting and "unbacked," and not in the same category as the various coated fabrics and backed plastics on the market. It was our aim to educate the public to a realization that Boltalex is not a synthetic or "leatherette" or other imitation, but a new vinyl plastic.

In keeping with the theory that every potential market should be explored, the advertising has appeared in fifteen trade publications, including such diverse ones as *Architectural Forum*, *Furniture Age*, *Upholstering*, *Institutions*, *Automotive Retailer*, *Box Office*, *Office Appliances*, and *Retailing Daily*. The following consumer magazines have been used: *Ladies' Home Journal*, *Better Homes and Gardens*, *House and Garden*, *Successful Farming*, *House Beautiful*, *Today's Woman*, *Mademoiselle's Living*, *Woman's Day*, and *Good Housekeeping*. The *Good Housekeeping* seal of approval appears in most copy. In addition, "basic" mats (since furniture upholstered with Boltalex is of so wide a range) are supplied to the stores. H. B. Humphrey, of New York and Boston, is the advertising agency.

Inquiries Invited

Case histories, testimonials and news of applications—in line with the principle that "names make news"—have always been used generously in advertising copy. Also, almost invariably, there's an invitation to the reader to write for a sample swatch book or card, for instructions covering the use of the material, or literature—in short, Boltalex advertisements invite action.

To outsiders it might seem that the company has been over-lavish with samples, but the practice has proved profitable. We have a battery of stapling machines in our factory which automatically staple an entire row of swatches to a color card in the specific colors used by the furniture manufacturer for whom we are producing the cards. We have a large inventory of swatches cut into the proper sizes so that little time is lost from receipt of an order to shipment of the final color cards and swatch books. A staff of five, under the jurisdiction of the advertising department, is kept busy handling color cards and swatch books, which we consider basic sales tools.

We have encouraged retailers to use the same type of copy we use in our own advertisements—informative, "glorify-the-label" case-history. A typical example is the headline "You can sit in this chair 750,000 times" used in an advertisement by Wise-Smith, of Hartford, to drama-

tize stretch, tear-resistance and all-round wearing qualities.

In business paper copy, the appeal is tailored to fit the field but the basic approach is the informative, case-history, brand-name one. In *Upholstering*, for example, we used double spreads in color, generally with a photograph of a night club or restaurant scene, or with a photograph of one distinctive piece of furniture. In all cases, full credits are given to the manufacturer, upholsterer, decorator, and hotel or other institution. A typical insertion in *Office Appliances* tells dealers "Why BOLTAFLEX Sells Your Office Furniture Faster," and shows an office chair by a leading furniture maker. Copy in *Retailing Daily* and *Home Furnishings Merchandising* is along this same line—always showing one or more pieces of Boltalex-covered furniture, with name and address of the manufacturers.

In consumer publications the approach is different, but the copy runs

along the same lines, showing applications and naming manufacturers. Illustrations usually show rooms with Boltalex-covered furniture.

One explanation for the progress Boltalex has made in this field, so new to the company, is that it has provided excellent service to both upholsterers and furniture manufacturers. Easily understood instruction sheets are furnished, and, in many instances, a company representative goes to the factory to help a new user get started. This is advisable, since good performance of the material depends upon the use of working methods adapted to it. Manufacturers producing furniture according to the standard Boltalex working instructions are described as "Approved Sources." The Bolta Co. guarantees the life of the material for fifteen months, when its instructions have been followed.

That manufacturers appreciate the service and the boosts given them in the Boltalex advertising copy is ap-

SOUTHWEST VIRGINIA'S *Pioneer* RADIO STATION

"PROOF OF THE PUDDING"

Because Local advertisers know that WDBJ excels in coverage, distribution and RESULTS in Roanoke and Southwestern Virginia*, 34 LOCAL accounts have maintained continuous advertising schedules from 5 to 15 years on WDBJ.

*Ask your Free & Peters Colonel for survey material.

WDBJ

CBS • 5000 WATTS • 960 KC

Owned and Operated by the
TIMES WORLD CORPORATION

ROANOKE, VA.

FREE & PETERS, INC. National Representatives



parent in various ways. One manufacturer authorized the reproduction in trade paper copy, of a letter to the company stating it had shipped over 20,000 pieces of furniture upholstered with Boltalex, without receiving a single complaint, and that it was adding to its new line eight pieces upholstered with the material. Among the large companies now using Boltalex are: Berkline Corp., Heywood-Wakefield Co., Kenmar Mfg. Co., La-Z-Boy Chair Co., Morgan Furniture Co., Wm. Brenner Furniture Corp., Intl. Furn. Co., Kuehne Mfg. Co., Lane Co.

Though ready to help manufacturers use the material properly, the company reserves the right to protest against improper use, and, if necessary, to refuse the right to use the brand name. In at least one instance, a large-volume sale was lost because a manufacturer wanted to use the twelve-gauge material for chairs with tight spring construction instead of for cocktail chairs for which this light-weight material is suited.

In a sense, the assistance we give to dealers is even more comprehensive. It includes samples, advertising reprints, posters and display materials, envelope stuffers, copies of the booklet, "At Home with Boltalex," advertising mats and suggested layouts, radio scripts, and a display rack for stores selling the material by the yard (a recent innovation).

That stores welcome this help is apparent from the large advertising space some of them buy, even up to full pages, and from the displays accorded Boltalex-covered merchandise. A Boston store used small space to advertise a Boltalex-covered chair, and on the basis of results created a floor display, then a window display, all based on an idea in a Boltalex mat, which showed a "chair a man can dream in." The action of Sears,



SELLING THE END-PRODUCT: Bolta has consistently followed a policy of picturing, in advertising and promotion, photographs of attractive interiors furnished with the products of manufacturers who use Boltalex as an upholstery material. This photo, made at the City Club, Owosso, Michigan, appeared in advertising in dealer publications. Manufacturer's name always appears in such copy.

Roebuck—when thirty of their stores staged full-scale promotion around Boltalex-covered furniture—is a case in point.

Encouraged by the success achieved in the last two years, Bolta's management envisions a rosy future, as present markets are further developed and new ones uncovered. Yard goods potentialities, for example, are large, but will depend upon promotional support. The company is laying a good foundation for this department, through the distribution of easily understood instructions for consumer use. Although cultivation of this market is still in its early stages, virtually every large city in the country has at least one large department store selling Boltalex by the yard.

In the past, other companies have brought out upholstery materials of

leather, leatherette, synthetics and plastics. The Bolta Co. was among the first to undertake a large-scale program designed to educate both the trade and the public in the brand identity of such a product. It has taken imagination and boldness to plan such a campaign.

Manufacturer's Cooperate

Since we have no direct contact with either consumers or retailers, we have had to "sell furniture covered in Boltalex" rather than our Boltalex all-plastic material, in our advertising. On this basis, we have been able to obtain the cooperation of our manufacturers. In their circulars, in their direct mail pieces and in their advertising, these manufacturers—and the retailers who handle their furniture—mention Boltalex very prominently. Further, each piece of furniture covered in Boltalex wears our distinctive brand tag, proving that we have impressed upon furniture manufacturers the desirability of tying in with our national advertising campaign.

We are expanding. Previously hampered by limited facilities, we now have a new plant, and we have been able to enter the market represented by makers of chrome dinette sets. We are the first in our field to produce heavy plastic film with patterns of all types. Though many firms in the furniture industry have been complaining of recession, Boltalex sales volume is currently double that of last year.

We are pleased to announce the opening of a

Los Angeles Office

General Petroleum Building

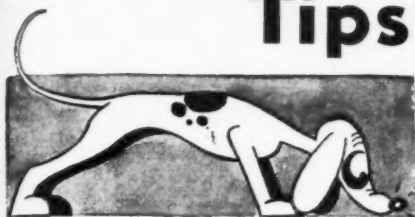
McKinsey & Company

Management Consultants

Established 1910

NEW YORK • BOSTON • CHICAGO
SAN FRANCISCO • LOS ANGELES

Tips



Planning for the Future? "Measure your jump before you leap" is the advice given in "The New Way to Sample the U.S.A.," written by Fred McCord. It's a study of the new sampling method, "area probability sample," in contrast to the old "quota sample." For copies, write: National Analysts, Inc., 1425 Chestnut St., Philadelphia 2, Pa.

"Eyes Off the Ceiling" Study:

Offered by Grey Advertising Agency, Inc., it's a remedy for reddened eyes after scanning the ceiling for an idea. In it are: (1) 50 tested ways to broaden your market; (2) 172 tested ideas that flogged lagging volume; (3) a check list of 96 tested sales-building tools. Free to national advertisers only. Write the Agency, 166 West 32nd St., New York 1, N. Y.

Buying Habits for Women's and Men's Clothing:

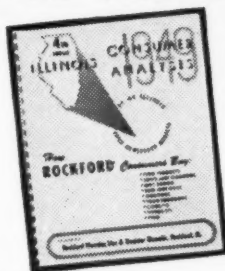
This is the second section of the Knoxville Continuous Consumer Research Panel, a joint project of *The Knoxville News-Sentinel* and the Bureau of Research, School of Business Administration, University of Tennessee, reporting on number of units purchased, point-of-sale, and price paid for clothing. Send requests to John Sorrels, Jr., Research Director, *The Knoxville News-Sentinel*, Knoxville, Tenn.

"Forever Selling": Sales managers will find this a pat little book to pass out to embryo salesmen, high school grads, and others. It has been prepared by the College of the City of New York to stress the importance of selling as a career. Write to Supervisor of Admissions, Midtown Business Center, College of the City of New York, 430 W. 50th St., New York 19, N. Y.

Consumer Expenditures for Clothes and Shoes:

Women's Wear Daily has re-examined the relative importance of the leading manufacturing centers in the production of the various types of apparel making up the women's wear industry. The study covers consumer expenditures from 1939 through 1948, shifts in textile employment, detailed production figures. Write Fairchild Publications, Inc., 7 E. 12th St., New York 3, N. Y.

See How Your Product Compares with Competitors!



Get This New 1949
Consumer Survey of the
ROCKFORD MARKET

Just off the press... the fourth annual survey of "How Rockford Consumers Buy" is a study of buying habits, brand preference, ownership, and dealer distribution in numerous classifications. Get the facts on the market that has consistently led all Illinois cities in percentage gains on retail sales and services. Send for free copy today.

122,601 POPULATION ABC CITY ZONE
AT THE TOP IN ILLINOIS

ROCKFORD

Best Test City in the Mid-West

ROCKFORD MORNING STAR
Rockford Register-Republic

We Know Where Business Is Good

Write THE ECONOMETRIC INSTITUTE

The Econometric Institute's ten year background of regional research experience has been joined with the facilities of Sales Management to prepare the estimates in the Survey of Buying Power. In addition the institute offers:

A regional consultative service geared to your particular marketing problem.

IBM listings of Survey material, regrouped according to your sales territories.

Estimates for local areas not shown in the Survey but based on

Survey techniques and sources.

Special analysis of Survey data supplemented by IBM reclassifications when necessary.

Forecasts for local areas, over periods of one to ten years geared to the Institute's national forecasts.

For further information call or write:

THE ECONOMETRIC INSTITUTE

21 East 63rd Street

New York 21, N. Y.

Media and Agency News

NEWSPAPERS

How advertising investments aided United States and Canadian business in selling the buyers' market in 1948 and early 1949 is given new documentation in the 50 newspaper advertising campaigns winning inclusion in the 11th annual edition of *The Blue Book of Newspaper Advertising*, just published by the Bureau of Advertising, American Newspaper Publishers Association.

In releasing the 112-page volume to advertisers and agencies, Harold S. Barnes, director of the Bureau, declared, "The market-by-market approach to national advertising symbolized by newspapers' now famed slogan, 'All Business Is Local,' gained perhaps more impetus in 1948 than in any year on record. In 1949's first half, with the onset of the buyers' market the rate of gain was even accelerating."

The 50 campaigns represent the work of 40 different agencies and include 15 classifications of national advertising. In the foreword it is pointed out that "the sole criterion, as in all previous editions, has been the clear documentation of results attained through the use of newspaper advertising as a dominant part of the effort undertaken."

With 13 campaigns selected for inclusion, the grocery classification again was tops in number of reported campaigns. Financial and insurance classification tied with industrial for third place with four each.

The 1949 edition of *The Blue Book* is available to national advertisers and agencies on request from the Bureau offices in New York City, Chicago, and San Francisco.

Newspaper advertising managers from Pennsylvania and several nearby states were encouraged at the future outlook for their media as a result of the reports given at the Annual Advertising Conference, jointly sponsored by the Pennsylvania Newspaper Publishers' Association and the Interstate Advertising Managers Association. The conference was held at the Bedford Springs Hotel, Bedford Springs, Pa., in mid-September.

Carl M. Gillespie, advertising manager, *Johnstown Tribune* and



KURT R. BRINK has been promoted to national advertising manager of the *New York Journal American*.

Johnstown Democrat, and chairman of the joint conference, provided the keynote of the meetings when he said, "I feel personally that the state of newspaper advertising in Pennsylvania is good . . . Our present lineage gains in national advertising is one evidence of our favorable status. National advertisers and agencies are hard-headed, realistic people, and increasing use of our medium is indisputable evidence of their opinion that the local newspaper is sound and capable."

Theodore S. Repplier, president of The Advertising Council, Inc., told delegates, "Public service advertising is the most effective form of mass persuasion in the realm of ideas."

Robert J. Glock, president of the Swank Hardware Co., Johnstown, Pa., and president of the Pennsylvania Wholesale Hardware and Supply Association, represented the advertisers' viewpoint in a talk to the conference. He urged more factual presentation of illustrative and descriptive material in advertising.



REX BARLEY promotion manager of *The (Los Angeles) Mirror* and manager, *Mirror Enterprises Syndicate*.

Headed "To Americans Abroad: A stateside newspaper wants YOUR opinion on what's happening in Europe," a full-page advertisement was recently carried in the International Edition of *The New York Times*. Placed by the *Toledo (O.) Blade*, the message urged Americans now in Europe to send their on-the-spot observations to the *Blade's* editor.

With due respect paid to American newsgathering services, including its own, the *Blade* asked for viewpoints other than those of professional reporters. Twelve suggested questions were included in the advertisement. They ranged from "How does the medical and dental care received by Europeans compare with that available to Americans?" to "Do they [Europeans] think the United States has imperialistic intentions?"

The advertisement also appeared in the *Toledo Blade*.

George C. Biggers, Jr., has been appointed assistant manager of the general advertising department of *The Atlanta (Ga.) Journal*. He has been a member of the newspaper's staff since 1935.

MAGAZINES

Walter D. Fuller was re-elected chairman of the board at the annual meeting of the National Association of Magazine Publishers held September 12-13 at Spring Lake, N. J. Other officers re-elected: Arch Crawford, president; Arthur S. Moore, treasurer; Ford Stewart, secretary.

The following directors were also re-elected: James F. Barton, American Legion; R. E. Berlin, Hearst Magazines, Inc.; Fred Bohen, Meredith Publishing Co.; Walter D. Fuller, Curtis Publishing Co.; Arthur S. Moore, Hearst Magazines, Inc.; Marvin Pierce, McCall Corp.; F. F. Soule, Condé Nast Publications, Inc.; Ford Stewart, Christian Herald Association; and A. E. Winger, Crowell-Collier Publishing Co.

Members of the Policy Committee who will serve another term are: A. E. Winger, Gardner Cowles, W. H. Eaton, Allen L. Grammer, and Marvin Pierce.

Thomas D'Arcy Brophy, chairman, Kenyon & Eckhardt Inc., spoke at the annual banquet on "The Soft Option," an address in which he analyzed what is happening in England under a "welfare state." Mr. Brophy expressed the opinion that the dangers of drift toward a welfare state within our own borders are greater than threats from outside.



**IT'S IMPORTANT
TO TALK TO THE
PEOPLE WHO CAN
Afford to Buy
YOUR PRODUCTS**

EVERY retailer knows that in his own community there are *large*-spending groups, *medium*-spending groups and *minimum*-spending groups

He naturally wants to attract as many of the total as possible, but certainly the *larger*-spending groups represent the most desirable and profitable customers for him.

THAT is why the Chicago Daily News holds such an outstanding position among advertisers in the Chicago market. It reaches into the HOMES of those who have many wants, plus the *means* to satisfy those wants.

Yes, It Takes a Lot o' Buyin' to Keep Good Homes a' goin' and advertisers are indeed fortunate in having this one medium that numbers CHICAGO'S MOST IMPORTANT MILLION as its reader friends.

AND when you consider that this great Chicago market is equal to the combined cities of Cleveland, Cincinnati, Indianapolis, St. Louis, Kansas City and Minneapolis, you realize further what a really *important* and *economical* medium the Chicago Daily News is for you.

CHICAGO DAILY NEWS

For 73 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

NEW YORK OFFICE: 9 Rockefeller Plaza

LOS ANGELES OFFICE: Story, Brooks & Finley, Inc.
624 Guaranty Building

DETROIT OFFICE: Free Press Building

MIAMI OFFICE: Herald Building, Miami, Florida

sources, including Russia. Highlights of Mr. Brophy's address appear on page 121 of this issue.

Coronet has established an unconditional guarantee that it will refund the entire cost of a full page of four-color advertising in the magazine if it does not produce more inquiries or direct sales per dollar of cost than the same page in *Life*, *Look*, *The Saturday Evening Post*, or *Collier's*.

"This unusual guarantee," says David A. Smart, publisher of *Coronet* and chairman of the board of Esquire, Inc., "is bona fide in every respect. We realize that this is a challenging offer. But the confidence that lies behind it is even more impressive."

"While our offer is clear and straightforward," Mr. Smart continues, "we realize that there may be some technical questions where further information would be welcome." He then enlarges upon the five following points designed to cover the offer:

1. Advertising copy must include a definite request for inquiries . . . The actual request must be keyed to give a traceable inquiry source.

2. "Direct sales" are defined as sales made through the offer of a product at a stated price. The advertisement must ask for a purchase by mail.

3. Readership ratings will not be accepted as proof of effectiveness.

4. In general, advertisements in *Coronet* and the other publications

must be run within the same calendar month.

5. While copy may be changed to fit the smaller space of the *Coronet* page, the offer or inquiry request must receive the same prominence in *Coronet* as in other publications.

On August 26, 13 eastern advertising representatives of *Sunset* arrived in Reno, Nev., on the Southern Pacific Overland. They were met by 17 members of the magazine's Pacific Coast staff, who had flown in by air. From Reno the group continued their trip in a specially chartered, air conditioned Greyhound bus. This traveling sales conference, having brought together the eastern and western representatives of *Sunset*, continued westward for the following nine days. Included was a two-day stopover at San Francisco, with conferences at the *Sunset* offices. Culmination of the sales tour was a final two days in Los Angeles.

The purpose of this "conference on wheels" was to acquaint the eastern representatives with various aspects of western living—with gardening, travel, foods, home construction, and home management. Additionally, two salient points were stressed in the business conferences: the manner in which *Sunset* serves the subscriber; how *Sunset* is useful to the advertiser.

With the increasing trend toward selective market-by-market media buying, *Cue* Magazine reports that it has done a major research job in its own province New York City and the metropolitan area, to find out what makes it "the biggest quantity market for quality goods." The answers are summed up in a new presentation, "On Cue in New York," and in an accompanying data file, "Facts About Cue."

According to *Cue*, the key to the fact that New York's 19-county shopping area is larger than many whole States lies in its pattern of living. With more theaters and movies, more hotels and night clubs, more places to go, more shops to buy in, more fine homes to live in, and more people with more money than any other city in America, New York City develops a "way-of-life" and a pattern of spending different from any other city in America.

To back up this story, *Cue* gives detailed data from recent surveys on the magazine and the market, and reports on *Cue's* growth from a movie directory to a magazine that combines complete directories of the entertainment side of the city with



EDWARD J. MALONE, formerly managing editor of *Grocer Graphic*, appointed editor, Bill Brothers Publications have announced.

critical reviews and feature articles that have broadened the scope of the magazine to cover every aspect of life in New York.

"On Cue in New York," prepared for *Cue* by the Media Promotion Organization, is being shown to groups of advertising and agency executives in New York as well as in Detroit, Chicago and other cities.

Donald F. MacClemmy, formerly on the Philadelphia staff of *The Wall Street Journal*, has been appointed promotion manager of *Pathfinder*.

BUSINESS MAGAZINES

Standard Rate & Data Service, Inc., begins publication of its new SRDS Television Section the first of this month. To be published as a monthly section for video buyers, it becomes separate from the present combined Radio and TV rate and data listings.

The new section includes enlarged rate and data listings of all commercially operating stations, together with listings of those soon to go on the air. It also will provide all regular subscriber service features of other SRDS Sections, lists of stations, networks, representatives, Subscriber Inquiry Service, Three-Year Calendar, and special television features, including a United States Television map, network maps, and data on the number of sets in operation in various metropolitan areas.

RADIO

The Broadcast Advertising Bureau has begun publication of a new confidential information service for its member stations. Issued in a news letter format, on a non-scheduled basis, the service is titled *Pitch*.

The content is restricted to paragraphic items edited for usefulness in the sale of broadcast advertising. The first two issues have contained



After deciding unanimously to concentrate their advertising in PARADE, the board has nothing more to discuss

You ought to be in pictures in **parade**
The Sunday Picture Magazine

ON PARADE this promotion was "borrowed" from book, "White Collar Zoo."

The winning combination in northern Ohio!

WGAR and CBS

OUTSTANDING LOCAL SHOWS



See-Hear with
STAN ANDERSON

WGAR Wins Press Radio

3d Year in Row

TOP NETWORK SHOWS

9:30



Bing Crosby

The great voice of Radio—
the peerless "Bing."



Edgar Bergen

Edgar and Charlie McCarthy—
Mortimer Snerd, too!



Jack Benny

America's foremost comic
returns with all the gang.



Arthur Godfrey

A preview of tomorrow's stars on
"Arthur Godfrey's Talent Scouts."



Gene Autry

"King of the Cowboys" with songs
and stories of the Western plains.

WGAR walked away with the top honors
annual Press Local Poll for the third

Biggest single vote-getter was
WGAR's Esther Mullin. Her
Fairytale Theater picked up 11
points for the station. She
gained four points as a per-
former and her women's show,
Ladies Day, netted eight points.
So Miss Mullin alone tossed 23
points into her boss' tally. Riders, WGAR, and
Indian Games, WJW (tie).
10 O'Clock Tunes, WGAR
(split).

Record Show
10 O'Clock Tunes, WGAR
and WHK (split).
Morgan's Inn, WGAR.
Ringwall Presents, WGAR.
Brooke
Jim D.

Daytime, Week-End Show
Fairytale Theater, WGAR.
Catholic News, WHK.
In Games, WJW.
R Presents, WGAR.
Cub, WGAR.

WGAR placed in category
and four.



For the third year in a row, readers of the Cleveland
Press, Ohio's largest daily, choose WGAR's local
programs as their favorites. This fact, together with
the greatest line-up of CBS network shows in radio,
is paying off for advertisers.

Hitch your sales to WGAR. Reach a receptive
six billion-dollar market of WGAR listeners...
people who prefer Cleveland's Friendly Station...
people who can be *your customers*.

Get the facts from any Petry man.

WGAR

50,000 WATTS • Cleveland

Represented Nationally by Edward Petry & Co.

inside tips on potential new business, reports on talks between BAB salesmen and chain store advertising executives — including confidential briefing concerning their latest attitudes toward radio advertising— suggested approaches for getting, and techniques for holding, advertising in several local categories, advance notice concerning upcoming cooperative campaigns, and other information useful for radio salesmen.

These two issues have been released within a period of three weeks. A third is now in preparation, but no release date has yet been set. According to BAB, response to the first issue was widespread and favorable. Comments from several hundred stations indicated enthusiastic approval.

All phases of broadcast advertising, for AM, FM and TV stations, are covered in the new member publication.

Broadcasting stations operating full time and stations affiliated with networks had the largest per-station income last year, broadcasters attending the annual meeting of the National Association of Broadcasters' Seventh District, held in Cincinnati, were told by Richard P. Doherty, director of NAB's Employee-Employer Relations Department.

The NAB staff director was conducting the cost-control season of a two-day meeting, the first of 17 scheduled to run until mid-December in all sections of the country for members of NAB.

Mr. Doherty presented, as part of the analysis of an NAB Research Department survey, a multi-faceted answer to the question of how much revenue a radio station should normally receive, using answers to 800 questionnaires on 1948 income, operating revenues and operating costs.

The NAB analysis showed full-time stations affiliated with networks, as a group, in all sections of the Nation, enjoying higher revenues than part-time, unaffiliated stations. It also revealed that the latter spent a larger part of their income for operating expenses than the full-time, affiliated stations.

The NAB analysis pointed out, however, that the profitable nature of a station is not measured by revenue alone, but by the relation of revenues to expenses. The 1948 survey shows the highest ratio of operating expenses to operating revenue prevailing in the Northeast section of the Nation, and on the Pacific Coast.

AGENCIES

Foote, Cone & Belding International Corp. has appointed as its exclusive representative in Brazil, Inter-Americana de Publicidade S. A. which has offices in Rio de Janeiro and Sao Paulo.

John Harrison Toler has formed a sales and service agency in Chicago to represent a limited group of eastern and western publishers of recreational business papers throughout the Central States. Nucleus of the group are *Motion Picture Herald*, *Motion Picture Daily*, *Better Theatres*, *Theatre Sales*, *Motion Picture Almanac*, and *Fame*, theater business magazines published by the Quigley Publishing Co., Inc., New York City. Other institutional publications with kindred readership and advertising clientele, but other-wise non-competitive, will be added.

Orchard & Mabry, 341 Madison Avenue, New York City, has just been organized to provide New York City office facilities and general services for out-of-New York advertising agencies. The partners of the organization are Frank Orchard and Beatrice Mabry. The firm has been set up to fill "the growing need of agencies over the country for New York contacts in art, copy, radio, production, and the many other top talent, services and business sources of this area." Its two-fold operation includes advertising representation in New York, and counsel on advertising problems.

Accounts: The Borden Co. has appointed Young & Rubicam, Inc., effective October 1, to handle four additional accounts in the Special Products Division. These include the Ration-Ayd Department, the Animal Food Department, the Shark Industries Division, and Borden's Soy Processing Co.

The California Raisin Advisory Board has appointed J. Walter Thompson Co., San Francisco, to handle raisin promotion as a further means of stabilizing the industry and its markets throughout the world. Paul L. Johnson, the Board's manager stated, "With its wide food and bakery industry experience and its offices in major cities of the United States and abroad, the Thompson organization is in a position to give the raisin industry an immediate and world-wide service that is so essential in developing markets that were both expanded and diminished as a result of the war."

Foote, Cone & Belding has been named to handle advertising for Dunlany Frozen Foods, the Frozen Foods Division of John H. Dunlany & Son, Inc., . . . J. Walter Thompson Co. now handles international advertising for the Champion Spark Plug Co., Toledo, O. . . . Continental Distilling Corp., Philadelphia, for "Old Classic," a blend of straight whiskies, to Cecil & Presbrey, Inc. . . . College Inn Food Products Co. to Weiss and Geller, Inc., Chicago.

TELEVISION

Broadcasters should guide television advertisers to a new appraisal of the medium and to more efficient spending of the money they invest in it, according to Mortimer W. Loewi, director of the Du Mont Television Network. In a speech prepared for delivery before the Advertising Executives Club of Chicago, September 12, Mr. Loewi declared that "programs should be designed to sell or advertisers won't continue to pay for them."

Television, he stated, is a "sales weapon rather than an advertising medium because of several inherent qualities. It employs the visual impact of newspapers and magazines, the oral persuasion and personal intimacy of radio and, in addition, by combining sight and sound with motion, makes product demonstration possible and practicable.

"All surveys indicate that television in terms of audience identification of sponsor, remembrance and understanding of the sales points of the commercial, and sales produced, has greater sales-producing impact per person reached than any other advertising medium."

Television Broadcasters Association reports, as of September 15, 81 television stations in operation, 32 under construction, and 350 applications pending . . . NBC's television network now numbers 46 affiliates with the addition of WSAZ-TV, Huntington, W. Va., which will begin commercial operation November 15, and WJAC-TV, Johnstown, Pa., which started September 15 . . . WJAC-TV has also signed a network affiliation contract with Du Mont Television Network . . . WHIO-TV, Dayton, O., becomes affiliated with ABC's video network October 1 . . . Television sets in the Cleveland area now total 75,506, with 8,025 set installations reported during the month of August.

WHO IS THE SMILING MAN?

CLUES

1.
His children's education is as good as paid for.
2.
He's moving into his dream house in 1958.
3.
He's going to get \$4 back for every \$3 he invests today, after 10 years.
4.
He's helping his country and himself, at one and the same time.



ANSWER: The Smiling Man is the man who invests regularly in U. S. Savings Bonds. What he has done—actually—is to guarantee his own future, to insure the security and happiness of his family.

Every Savings Bond you buy will stretch your smile a little further. They're the wisest investment you can make, today—they pay you back \$4 for \$3 after ten years, and that's a promise by Uncle Sam!

What's more, every dollar you invest in Savings Bonds is helping to fight inflation over here, helping


to maintain democracy over there.

If you draw a salary, enroll in the easy, painless, automatic Payroll Savings Plan.

Or, if you aren't on a payroll but have a checking account, use the equally convenient Bond-A-Month Plan.

Inquire today about these sure, profitable savings plans. And watch your smile grow along with your savings!

AUTOMATIC SAVING IS SURE SAVING — U.S. SAVINGS BONDS

 Contributed by this magazine in co-operation with the Magazine Publishers of America as a public service.

Fourth Quarter Expenditures Seen Within 4% of Those of 1948

The American public will spend only about 4% less in the fourth quarter of 1949 than in the all-time record-breaking fourth quarter of 1948, according to the consensus view of the Future Sales Ratings Board of Editors, numbering over 300 authorities.

In the aggregate, however, the sales showing of all the industries on the Future Sales Ratings list is expected to be considerably better than this, since the list includes many heavy industries not usually thought of as retail lines. These heavier lines, such as steel, industrial machinery, heavy electrical equipment, and oil equipment, are in a period of enjoying a strong rebound in their sales. The aggregate sales result for the last quarter of this year, therefore, is expected to show exceptionally favorable comparison with the great fourth quarter of 1948.

Strike possibilities mar this relatively bright prospect to some extent. However, if strikes are not extensive or prolonged, it is expected that the strong financial position of the American public will act as a cushion and that this sales potential has an excellent chance of being attained.

Public May Spend \$47 Billion

Personal income in the last quarter of 1948 reached the high record of 55.4 billion dollars, and of that total after taxes, 49 billion dollars went into personal consumption.

The Board of Judges of Future Sales Ratings anticipates minimum personal consumption expenditures of 47 billion dollars in the last quarter of 1948. That would be a decrease of only 4.1% from the corresponding period of 1948—and it would be the smallest of this year's quarterly declines from expenditures of the corresponding quarter of 1948.

Improved business sentiment, arising from the under-inventoried status of many lines, rising employment, high income levels, high savings totals, and a better feeling among veterans looking forward to the huge distribution of two billion dollars in insurance refunds in the early part of 1950, are among the principal reasons given for increased optimism for the fourth quarter of 1949 and for the next 12 months.

Current sales ratings, therefore, reflect this favorable swing of senti-

ment, with the result that higher ratings have been assigned to a number of industries. These include the following: air transportation, automobiles, banks, home building, coal, commercial printing, cotton textiles, drugs and medicines, electrical equipment, food processing, glass, groceries, hardware, instalment financing, liquor, luggage, machine tools, non-ferrous metals, paint, photographic supplies, railroad equipment, refrigerators, soap, soft drinks, steel, trailers, vacuum cleaners and washers.

Start With Base Outlook

In obtaining the sales prospect ratings for individual industries, the reader must realize that a certain *base* exists. We start with a consensus on the average expected change in sales of all industry. For the fourth quarter this over-all average is expected to be a small decrease or virtually no change in dollar sales from the fourth quarter of 1948. This corresponds with the average or medium rating, which is designated ★★★.

The ratings for all the industries covered, therefore, are relative to this medium (★★★). Thus, if an industry is rated ★★★★★, its prospects are better—and if it is rated ★★★★★ its prospects are considerably better than the medium-rated ★★★-industries. Conversely, if the industry is rated less than ★★★ its sales are definitely expected to show a decrease from the comparable period of 1948, and if the industry's rating is only one star (★), its sales are expected to show a considerable decrease.

A glance over the table shows a number of industries with the medium ★★★ outlook rating. A few examples are candy and chewing gum, cereals, coal, cosmetics, cotton textiles, electrical equipment, hardware, meat, and steel. These industries rated ★★★, are, therefore, expected to show no change in sales or a small decrease in relation to the preceding comparable period.

Note Size of Industry

For further perspective on the significance of these ratings, the size of the industry should be noted. This is easily obtainable from the table in the column of letters, titled Relative Size Rating. This column assigns a size rating to each industry. These help to get the true perspective of

Future Sales Ratings, since the amount of dollars involved is obtainable by combining an industry's sales totals (size rating) with the estimated sales changes (sales prospect rating).

Clothing, for example, is running at an annual sales rate in excess of 10 billion dollars, while luggage is running at an annual sales rate of about 200 million dollars. From the standpoint of numbers of dollars involved the industries differ widely; however, from the viewpoint of the expected changes in sales, the percentage differences are expected to run the same.

Future Sales Ratings provide a double check: They show both quality and quantity, and one factor should not be used without the other. Salesmen are likely to find prospects in the 3 to 5-star industries in a mellow, optimistic mood (quality) but if one of those industries has a relatively small dollar volume it is not likely to produce as much business as can be extracted by persistent, aggressive selling in a big-volume industry with a 1 or 2-star rating.

Growth in Future Sales Ratings

Future Sales Ratings have been growing steadily, and many new industries have been added within the past year. In this issue, the huge Materials Handling industry, radiating through all the transportation arteries and warehouses of the country, has been rated for the first time and will be rated regularly in the future. It has a size rating of A, and the consensus of the Board of Judges is for a five-star outlook.

The final computation of the 1948 batting average of accuracy of Future Sales Ratings reveals a record of which SM indeed is proud. This Department correctly forecast for the year 1948 a total of 80 industries out of the 95 rated at the beginning of 1948.

Batting average of accuracy thus is 84.1% for the year 1948—an outstanding tribute to the combined prophetic abilities of the 300 experts who decide these ratings under the supervision of Peter B. B. Andrews, editor of Future Sales Ratings and former industrial economic adviser, U. S. Government.

The complete list of ratings follows on the page opposite with tabulations for each industry, accompanied by explanatory keys.

Advertis
Air Co
Air Tra
Aircraft
Auto S
Auto S
Auto T
Baking
Banks
Beer
Building
Building
Candy
Canned
Cereals
Chemical
Cigarette
Cigars
Clothing
& Cl
Coal
Coal
Comme
Cosmet
Cotton
Dairy
Depart
Diesel
Drugs
Educati
Electric
Electric
Exports
Farming
Flour
Food P
Furs
Gasolin
Glass
Groceri
Hardwa
Hotels
House
Cove
Beds,
Househ
Imports
Instalm
Insuran
Jewelry
Laundri
Liquor
Luggag

FUTURE SALES RATINGS

Key to Relative Size Ratings

(by industry sales volume)
A—Ten Billion Dollars and Over
B—Seven Billion to Ten Billion Dollars
C—Four Billion to Seven Billion Dollars
D—Two Billion to Four Billion Dollars
E—One Billion to Two Billion Dollars
F—One-Half Billion to One Billion Dollars
G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates no change or a small decrease in relation to the corresponding period of the preceding year.)
★★★★★—Best Relative Outlook
★★★★—Very Good Relative Outlook
★★★—Good (Medium) Relative Outlook
★★—Fair Relative Outlook
★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Machine Tools	G	★★★★	★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★	★★★
Aircraft Sales	C	★★★★★	★★★★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (New)	A	★★★★★	★★★★★	Meats	C	★★★	★★★
Auto Sales (Used)	E	★	★	Medical Care	C	★★★	★★★
Auto Tires	E	★★★	★★★	Metal Containers	F	★★★★	★★★
Baking	D	★★	★★	Metals (Non-Ferrous)	C	★★★★★	★★★
Banks (Revenues)	F	★★★★★	★★★★★	Motion Pictures	E	★★	★★
Beer	F	★★★★★	★★★★★	Musical Instruments	E	★★	★
Building (Heavy)	B	★★★★★	★★★★★	Office Equipment	F	★	★
Building (Residential)	C	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	E	★★★	★★★	Oil (Cooking)	G	★★	★★
Canned Fruits & Veg.	E	★★★★	★★★	Oil Equipment	D	★★★★★	★★★★★
Cereals	G	★★★	★★★	Packaging & Containers	E	★★★★	★★★★★
Chemicals	A	★★★	★★	Paint	E	★★★★	★★★
Cigarettes	D	★★★★★	★★★★★	Paper & Products	C	★★	★★
Cigars	G	★★	★★	Personal Care	D	★★★	★★★
Clothing (Men's, Women's & Children's)	A	★★	★★	Photographic Supplies	G	★★★★★	★★★★★
Coal (Anthracite)	F	★★★	★★	Physicians & Dentists	D	★★★	★★★
Coal (Bituminous)	D	★★★	★★	Plastics	F	★★★	★★★
Commercial Printing	E	★★★★	★★★★	Plumbing & Heating	D	★★★★★	★★★★★
Cosmetics	F	★★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Cotton Textiles	D	★★★	★★★	Radios	F	★	★
Dairy Products	D	★★★★	★★★★	Railroad Equipment	D	★★★★	★★★★
Department Stores	A	★★	★★	Railroads	B	★★★	★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	E	★★★★	★★★
Drugs & Medicines	F	★★★★	★★★★	Restaurants & Bars	A	★★★	★★★
Education	F	★★	★★	Rubber Products	D	★★	★★
Electrical Equipment (Heavy)	C	★★★★	★★★	Security Financing	F	★	★★★★★
Electrical Equipment (Light)	G	★★★	★★★	Shipbuilding	G	★★★★★	★★★★★
Exports	A	★★★★	★★★★	Shoes	E	★★	★★
Farming	A	★★	★★	Silk Textiles	E	★	★
Flour	D	★★	★★	Soap	E	★★★★★	★★★★★
Food Processing	A	★★★★	★★★	Soft Drinks	G	★★★★★	★★★★★
Furs	G	★★	★	Sports & Sporting Goods	C	★★	★★
Gasoline & Oil	C	★★★★★	★★★★★	Steel & Iron	A	★★★	★★★★
Glass & Materials	E	★★★★★	★★★★★	Sugar	E	★★★★★	★★★★★
Groceries	A	★★★★	★★★★	Surgical Equipment	G	★★★★	★★★★
Hardware	D	★★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Hotels	D	★★★	★★★	Television	G	★★★★★	★★★★★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Household Products (Misc.)	C	★★★	★★★	Toys & Games	G	★	★★
Imports	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★★	★★★★
Installment Financing	C	★★★★★	★★★★★	Travel & Vacations	A	★★★	★★
Insurance	C	★★★	★★★	Travel (Sea)	E	★★★★	★★★★
Jewelry & Watches	E	★★	★	Trucks	D	★★★★	★★★★
Laundries	F	★	★	Utilities (Electric)	C	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★★	★★★	Utilities (Gas)	E	★★★★★	★★★★★
Luggage	G	★★	★★	Utilities (Telegraph)	G	★★	★
				Utilities (Telephone)	D	★★★★	★★★
				Vacuum Cleaners	G	★★	★★
				Washers (Household)	F	★★★	★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York.

HIGH SPOT CITIES

Retail Sales Forecast for October 1949

Retail sales in the U. S. will probably total about \$11.3 billion this October, representing a decline of 2% from the level of last October. This is in line with the leveling-off trend noted in recent months, on the basis of which it appears that 1949 may be the first year since 1938 with no increase in sales registered over the preceding year. However, when allowance is made for moderate price declines in the past year, the current level of unit sales volume does not really fall below last year in any significant degree. Based on recent increases in new orders and on the trend towards rapid restocking of depleted retail inventories, the indications are that sales will build up toward the year's end. Anticipation of payments of GI insurance dividends particularly, amounting to some \$2.8 billion and beginning in January of 1950, will also serve to stimulate sales during the rest of the year and early part of next year. However, there is no expectation that the expected resurgence in retail sales will exceed the levels of peaks last year.

The regional sales pattern reflected in the High Spot listings for this month show fewer favored areas, mainly in such states as Louisiana, Michigan, Montana, Texas and Wyoming, which states, incidentally, have among the lowest unemployment ratios. It is interesting to note how in the past year-and-a-half the first signs of recession in trade and employment could be discerned in the seaboard states on both the Atlantic and Pacific coasts, gradually extending inland until today the Midwest and Southwest states remain among those with the best current sales performance records, as measured against last year.

The leading cities, those with a city-national index well above the average (for this October compared with October 1948) are: Baton Rouge, La., 114.2; Butte, Mont., 111.5; Reno, Nev., 110.1; Bartlesville, Okla., 108.3; Albuquerque,

N. M., 108.1; Flint, Mich., 106.5; New Orleans, La., 106.3; Austin, Tex., 105.9; Bakersfield, Cal., 105.7; Boise, Idaho, 105.6; Racine, Wis., 105.4; Raleigh, N. C., 105.2; Casper, Wyo., 105.0.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1949 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1949 over 1948," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1949 over 1948," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the

projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1948 which equals or exceeds the national change.

RETAIL SALES (S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

United States

United States .. 300.2 97.9 100.0 11302.00

Alabama

Birmingham 416.4 96.5 98.6 37.36
★ Gadsden 500.0 101.1 103.3 5.60
Mobile 424.2 88.1 90.0 11.71
Montgomery ... 382.6 94.1 96.1 10.60

Arizona

Phoenix 469.4 94.0 96.0 20.14
Tucson 402.8 92.0 94.0 8.50

Arkansas

Fort Smith ... 392.2 96.2 98.3 5.57
★ Little Rock ... 498.3 97.9 100.0 18.29

(Continued on page 144)

PULLING



POWER

With the first sections of the first newspapers of the first cities in the country.

Give your advertising the pulling power of the popular magazine and picture sections of *The New York Sunday News*, *The Chicago Sunday Tribune* and *The Philadelphia Sunday Inquirer*. With finest rotogravure and colorgravure reproduction you are assured of high package and product identification.

the group
with the
**Sunday
Punch**

FIRST
MARKETS GROUP



New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, Vanderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043
San Francisco 4, Cal., 155 Montgomery Street, Garfield 1-7946 • Los Angeles 13, Cal., 448 So. Hill Street, Michigan 0578

OCTOBER 1, 1949

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INTERESTED IN A \$4090 Family Sales Average?

Like asking a manager if he's interested in a .400 batting average! Per family sales average a big \$4090 in Middletown . . . now recognized as a Connecticut

HIGH SPOT CITY

Middletown's October sales are forecast at \$2,640,000—146.7% above the city's sales in October 1939 . . . only city in Connecticut to be added to High Spot list in last eight years.

Middletown's buying habits assure solid sales response. The Middletown Press alone sells this market, with saturation coverage in city and tending area . . . larger by far than any possible combination of outside papers.

THE MIDDLETOWN PRESS



MONEY IN THE BANK

. . . and still growing!

St. Petersburg Bank Deposits

1932	\$ 4,616,512
1936	12,909,731
1940	21,793,398
1948	111,363,726

A growth of 2,312% — and — as of July 31, \$5,000,000 ahead . . . still growing!

Advertise in the TIMES in this, America's newest and highly prosperous 100,000 market. It's money in the bank for you!

ST. PETERSBURG—FLORIDA

Daily **TIMES** Sunday

Represented by
Theis & Simpson Co. Inc.
New York Atlanta Chicago Detroit
V. J. Obenauer, Jr. in Jacksonville, Fla.

HIGH SPOT CITIES

(Continued from page 142)

RETAIL SALES (S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

California

★ Bakersfield	396.4	103.5	105.7	12.41
Berkeley	263.5	94.7	96.7	8.09
Fresno	364.0	93.3	95.3	17.40
Long Beach	456.0	93.0	95.0	35.07
Los Angeles	339.5	93.0	95.0	238.15
Oakland	269.3	91.6	93.6	43.65
Pasadena	324.2	91.4	93.4	16.05
★ Riverside	374.4	98.9	101.0	5.84
Sacramento	303.9	93.9	95.9	21.55
San Bernardino	373.1	95.9	98.0	9.03
San Diego	369.5	90.6	92.5	31.63
San Francisco	303.7	91.3	93.3	104.37
San Jose	407.7	92.5	94.5	16.88
Santa Barbara	280.4	92.2	94.1	5.86
Stockton	331.6	90.7	92.6	11.01

Colorado

★ Colorado Springs	390.4	102.0	104.2	7.34
Denver	319.7	94.9	96.9	50.99
Pueblo	333.8	93.2	95.2	6.81

Connecticut

Bridgeport	245.2	90.5	92.4	16.16
Hartford	236.6	93.8	95.8	23.03
Middletown	246.7	92.4	94.4	2.64
New Haven	232.7	91.4	93.4	18.20
Stamford	314.8	97.4	99.5	7.68
Waterbury	260.3	93.9	95.9	10.18

Delaware

★ Wilmington	239.3	98.0	100.1	13.93
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District of Columbia

★ Washington	237.3	99.9	102.0	85.63
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Florida

Jacksonville	353.0	96.5	98.6	23.41
★ Miami	347.2	100.1	102.2	32.09
Orlando	339.4	95.3	97.3	8.01
Pensacola	364.9	96.5	98.6	5.51
★ St. Petersburg	372.6	98.6	100.7	10.88
★ Tampa	312.1	98.0	100.1	12.89

"More than 70% Own their Own Homes"

" . . . the town (Fort Wayne) is full of small plants manufacturing high-precision tools sold all over the world. More than 70% of the citizens own their own homes"—("America's Happiest Town" — LOOK Magazine, Aug. 30, 1949).

Merchandising Co-operation

Home Coverage: 99% in City Zone
plus 43% in Retail Trading Zone

The News-Sentinel

Fort Wayne, Indiana

Allen-Klapp Co., New York, Chicago, Detroit

SPOT RADIO

sells the millions that buy

ASK

REPRESENTING

YOUR

LEADING

JOHN

RADIO

BLAIR

STATIONS

MAN

JOHN BLAIR & COMPANY

Offices in: Chicago, New York
Detroit, St. Louis, Los Angeles
San Francisco

SALES MANAGEMENT

RETAIL SALES

(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Georgia

Atlanta	317.0	97.4	99.5	48.92
Augusta	332.0	95.3	97.3	7.47
Columbus	360.0	93.0	95.0	7.63
Macon	334.1	89.4	91.3	7.55
Savannah	325.5	87.9	89.8	10.06

Hawaii

Honolulu	365.9	84.6	86.4	26.24
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Idaho

★ Boise	325.3	103.4	105.6	6.44
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Illinois

Bloomington ...	274.6	94.2	96.2	4.86
★ Champaign-				
Urbana	304.9	99.7	101.8	6.80
Chicago	262.4	94.3	96.3	356.11
Danville	294.0	91.7	93.7	4.94
Decatur	266.0	93.5	95.5	7.66
East St. Louis .	305.1	95.8	97.9	7.23
Moline-Rock Island-				
E. Moline ..	295.8	96.0	98.1	9.91
Peoria	266.7	91.4	93.4	14.59
Rockford	300.0	91.0	93.0	11.79
Springfield ...	272.2	94.1	96.1	9.99

Indiana

Evansville	331.1	96.9	99.0	13.41
Fort Wayne ...	282.5	90.3	92.2	14.21
★ Gary	345.6	99.3	101.4	13.41
Indianapolis ..	312.7	95.3	97.3	52.82
★ Muncie	310.5	98.3	100.4	6.52
South Bend ...	317.9	95.3	97.3	13.67
★ Terre Haute ..	282.5	100.1	102.2	8.53

Iowa

Cedar Rapids ..	314.9	90.9	92.8	9.32
Davenport	302.3	91.2	93.2	9.28
Des Moines ...	302.9	89.3	91.2	22.33
Sioux City ...	292.8	92.1	94.1	10.31
Waterloo	340.6	95.0	97.0	8.65

Kansas

Hutchinson ...	353.8	96.5	98.6	5.13
★ Kansas City ...	462.7	101.0	103.2	14.53
★ Topeka	441.6	99.8	101.9	12.50
Wichita	446.5	92.3	94.3	21.30

RETAIL SALES

(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Kentucky

★ Lexington	357.4	97.9	100.0	10.58
Louisville	335.5	96.9	99.0	39.35

Louisiana

★ Baton Rouge .	551.4	111.8	114.2	13.73
★ New Orleans ..	386.0	104.1	106.3	54.31
★ Shreveport	357.7	101.3	103.5	15.06

Maine

Bangor	244.5	92.1	94.1	4.45
Lewiston-Auburn	237.7	90.9	92.8	5.42
Portland	252.1	88.6	90.5	10.36

Maryland

Baltimore	283.2	95.6	97.7	96.43
Cumberland ...	253.6	90.3	92.2	4.87

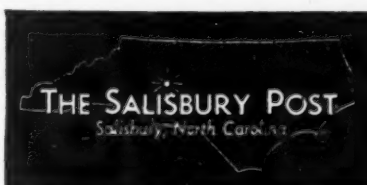
SOUTHERN
RAILWAY

locates

BIG
DIESEL
PLANT
at Salisbury

Already the home of the Southern's biggest shops and transfer sheds, Salisbury's purchasing power hits a new high with the establishment of the Southern's big diesel plant. Available only through the POST.

Write for BRAND PREFERENCE SURVEY

WARD-GRIFFITH COMPANY
RepresentativesHIT
HARDER

at Buffalo's Food Buyers

...Use the Courier-Express

"Food News"...7 days a week with 10 times the editorial space formerly devoted to food and food preparation...is one of the many reasons why the Courier-Express is the favorite paper of Buffalo housewives. And it's also one of the many reasons why food advertisers have increased their lineage 118% during the last 10 years in Buffalo's morning and Sunday newspaper.

Remember, your dollar in the Courier-Express buys greater impact on the families with more money to BUY your products.



INTERESTED IN A

\$4090

Family Sales Average?

Like asking a manager if he's interested in a .400 batting average! Per family sales average a big \$4090 in Middletown . . . now recognized as a Connecticut

HIGH SPOT CITY

Middletown's October sales are forecast at \$2,640,000—146.7% above the city's sales in October 1939 . . . only city in Connecticut to be added to High Spot list in last eight years.

Middletown's buying habits assure solid sales response. The Middletown Press alone sells this market, with saturation coverage in city and trading area . . . larger by far than any possible combination of outside papers.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

MONEY IN THE BANK

. . . and still growing!

St. Petersburg Bank Deposits

1932 \$ 4,616,512
1936 12,909,731
1940 21,793,398
1948 111,363,726

A growth of 2,312% — and —
as of July 31, \$5,000,000 ahead
. . . still growing!

Advertise in the TIMES in this,
America's newest and highly
prosperous 100,000 market. It's
money in the bank for you!

ST. PETERSBURG—FLORIDA

Daily **TIMES** Sunday

Represented by
Theis & Simpson Co. Inc.
New York Atlanta Chicago Detroit
V. J. Obenuer, Jr. in Jacksonville, Fla.

HIGH SPOT CITIES

(Continued from page 142)

RETAIL SALES
(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

California

★ Bakersfield	396.4	103.5	105.7	12.41
Berkeley	263.5	94.7	96.7	8.09
Fresno	364.0	93.3	95.3	17.40
Long Beach	456.0	93.0	95.0	35.07
Los Angeles	339.5	93.0	95.0	238.15
Oakland	269.3	91.6	93.6	43.65
Pasadena	324.2	91.4	93.4	16.05
★ Riverside	374.4	98.9	101.0	5.84
Sacramento	303.9	93.9	95.9	21.55
San Bernardino . . .	373.1	95.9	98.0	9.03
San Diego	369.5	90.6	92.5	31.63
San Francisco . . .	303.7	91.3	93.3	104.37
San Jose	407.7	92.5	94.5	16.88
Santa Barbara . . .	280.4	92.2	94.1	5.86
Stockton	331.6	90.7	92.6	11.01

Colorado

★ Colorado Springs	390.4	102.0	104.2	7.34
Denver	319.7	94.9	96.9	50.99
Pueblo	333.8	93.2	95.2	6.81

Connecticut

Bridgeport	245.2	90.5	92.4	16.16
Hartford	236.6	93.8	95.8	23.03
Middletown	246.7	92.4	94.4	2.64
New Haven	232.7	91.4	93.4	18.20
Stamford	314.8	97.4	99.5	7.68
Waterbury	260.3	93.9	95.9	10.18

Delaware

★ Wilmington . . .	239.3	98.0	100.1	13.93
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District of Columbia

★ Washington . . .	237.3	99.9	102.0	85.63
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Florida

Jacksonville . . .	353.0	96.5	98.6	23.41
★ Miami	347.2	100.1	102.2	32.09
Orlando	339.4	95.3	97.3	8.01
Pensacola	364.9	96.5	98.6	5.51
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RETAIL SALES

(S.M. Forecast for October, 1949)

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Lewiston-Auburn	237.7	90.9	92.8	5.42
Portland	252.1	88.6	90.5	10.36

Maryland

Baltimore	283.2	95.6	97.7	96.43
Cumberland	253.6	90.3	92.2	4.87

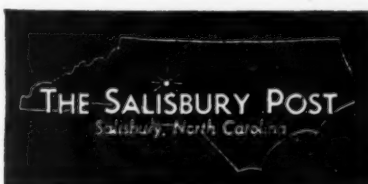
SOUTHERN
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at Buffalo's Food Buyers

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Remember, your dollar in the Courier-Express buys greater impact on the families with more money to BUY your products.



HOLYOKE TRANSCRIPT-TELEGRAM

Advertising invites sales from 100,000 city zone population with actual high individual family incomes.

Holyoke is a Preferred High-Spot market!

Diversified industries with huge backlogs of unfilled orders, provide good insurance for increasing sales to persistent advertisers.

COMPLETE COVERAGE
over 25,000 evening
circulation at invitingly
modest rates.

The Holyoke Transcript Telegram

Additional information from any
Julius Mathews Special Agency Office

**Sell the Families with
the Most to Spend**



In North Jersey, the families with the most to spend live, work and buy in Passaic-Clifton, where the average family income is \$5,876.*

In North Jersey, The Herald-News has been first in circulation for more than 17 years, today being read in more homes in Bergen and Passaic Counties than ever before.

In North Jersey, The Herald-News reaches the homes of the families with the most to spend.

THE HERALD-NEWS **Passaic-Clifton, N. J.**

50,235 abc—3/31/49

The Julius Mathews Special Agency.

* Sales Management

HIGH SPOT CITIES

(Continued from page 145)

RETAIL SALES (S.M. Forecast for October, 1949)				
City	City	Nat'l	City	
Index	Index	Index	1949	1949
vs.	vs.	vs.	October	October
1939	1948	1948	1949	1949

Massachusetts

Boston	205.7	93.0	95.0	90.38
Fall River	231.7	86.4	88.3	8.41
Holyoke	261.2	90.0	92.0	5.12
Lawrence	216.2	92.5	94.5	6.94
Lowell	287.4	90.2	92.1	7.96
★ Lynn	228.5	99.2	101.3	8.50
New Bedford ..	239.1	90.2	92.1	8.75
Pittsfield	242.2	91.9	93.9	5.28
Salem	217.5	93.1	95.1	3.85
Springfield	251.9	90.6	92.5	18.92
Worcester	214.8	92.6	94.6	17.85

Michigan

Battle Creek ..	331.1	94.9	96.9	7.25
★ Bay City	346.4	99.5	101.6	6.72
★ Detroit	374.3	101.4	103.6	223.23
★ Flint	341.8	104.3	106.5	21.98
★ Grand Rapids ..	350.2	98.7	100.8	25.36
Jackson	326.3	96.0	98.1	8.19
★ Kalamazoo	330.6	98.0	100.1	10.68
Lansing	346.5	95.4	97.4	14.45
Muskegon	394.8	86.7	88.6	8.25
★ Saginaw	249.7	99.7	101.8	8.04

Minnesota

Duluth	275.6	94.1	96.1	11.88
Minneapolis	290.6	96.2	98.3	70.13
St. Paul	288.5	95.8	97.9	43.34

Mississippi

Jackson	432.9	96.3	98.4	10.13
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Missouri

★ Kansas City ...	334.5	100.0	102.1	67.43
St. Joseph	326.5	91.7	93.7	8.49
St. Louis	304.7	94.8	96.8	96.60
Springfield	339.9	92.8	94.8	7.92

SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Montana

★ Billings	297.6	100.7	102.9	4.97
★ Butte	295.1	109.2	111.5	6.64
★ Great Falls	295.6	99.4	101.5	5.41

RETAIL SALES
(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Nebraska

Lincoln	308.5	93.7	95.7	10.80
Omaha	320.3	96.8	98.9	30.27

Nevada

★ Reno	283.4	107.8	110.1	5.81
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RETAIL SALES
(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

New Hampshire

Manchester	261.3	93.9	95.9	7.89
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New Jersey

Atlantic City	236.5	92.9	94.9	9.46
Camden	236.0	91.1	93.1	10.43
Elizabeth	263.3	92.2	94.2	10.61
Jersey City-				
Hoboken	220.1	96.4	98.5	22.85
Newark	257.9	94.1	96.1	57.62
Passaic-				
Clifton	271.5	95.9	98.0	11.35
Paterson	255.1	92.9	94.9	15.74
★ Trenton	273.2	101.5	103.7	16.01

Pittsfield, Massachusetts

The ONLY city in all New England to be added as a Metropolitan County Area in 1949.

A retailer's market drawing phenomenal sales of \$120,000,000.00.

Food Sales \$144,617,000.
Drug Sales 10,814,000.

Equally fantastic and verified is the newspaper story of 121% coverage in the city zone, and 81.8% in the entire trading area . . . A.B.C. net paid audited circulation.

Nearest outside newspapers claiming to serve Pittsfield show a circulation of not over .005% in one instance, and .01% in another.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented By Julius Mathews Special Agency, Inc.

It's That SECOND Look That Brings Extra Sales

Beginning with this issue Salem ranks as a High-Spot city

Salem Market	Corporate City	City Zone
Population	44,100	142,100
Families	12,100	38,330
Retail Sales	\$46,124,000	\$107,474,000
Food Sales	13,697,000	35,631,000
General Mdse.	6,675,000	9,106,000
Drug	1,492,000	3,831,000
Furniture, House Radio	2,082,000	3,841,000
Effective Buying Income	65,180,000	188,600,000

(From Survey of Buying Power . . . 1949 Edition)

Salem . . . best city zone testing newspaper adjacent to Boston.

SALEM EVENING NEWS

Salem, Mass.

Detailed information from Julius Mathews Special Agency, Inc.



RICHER?

Choose a market where people can buy! The North Shore market is *wealthy* (annual income \$142,587,468) and *large* (Pop.—over 300,000). The LYNN ITEM, Lynn's oldest newspaper, with largest circulation and greatest advertising volume, is your best route to this richer market!

GET RESULTS

In LYNN

ITEM

with the

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.
CHICAGO • NEW YORK • BOSTON
SAN FRANCISCO • LOS ANGELES

From now on
You
Will Be
Looking
at . . .

Massachusetts

Boston	205.7	93.0	95.0	90.38
Fall River	231.7	86.4	88.3	8.41
Holyoke	261.2	90.0	92.0	5.12
Lawrence	216.2	92.5	94.5	6.94
Lowell	287.4	90.2	92.1	7.96
★ Lynn	228.5	99.2	101.3	8.50
New Bedford ...	239.1	90.2	92.1	8.75
Pittsfield	242.2	91.9	93.9	5.28
Salem	217.5	93.1	95.1	3.85
Springfield	251.9	90.6	92.5	18.92
Worcester	214.8	92.6	94.6	17.85

Lawrence, Mass.

LAWRENCE is now listed among Massachusetts High Spot Cities. You will want to keep tabs on Lawrence sales from month to month . . . for these reasons:



BIG SPENDERS. According to Sales Management's 1949 Survey of Buying Power, retail sales in Lawrence average \$3381 per family—82.6% of income. Industrial pay envelopes average \$53.27 a week—a large portion of which goes to meet the immediate living needs of Lawrence wage-earners and their big families.



HIGH LIVING STANDARD. Lawrence families have a high standard of living, reflected in food sales 24% above the national family average, in automobile registrations equaling 87% of the families and telephone installations equaling 83%.

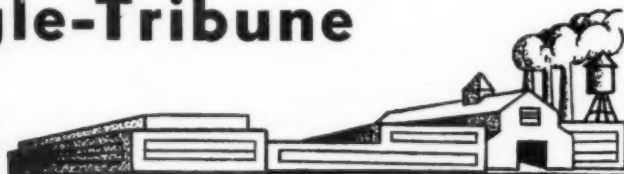


PACE-SETTERS. The upswing from the recession is starting first in non-durable lines. Lawrence, home of diversified industries, is also the capital of the worsted textile industry and is now setting the pace toward higher prosperity in Massachusetts.



EASILY SOLD. The one economical way to sell Lawrence families is through the Eagle-Tribune—only dailies published in Greater Lawrence . . . read in 95 out of every 100 homes.

The Eagle-Tribune



LAWRENCE, MASS.

CAPITAL OF WORSTED TEXTILE INDUSTRY OF AMERICA

Ward-Griffith Co., Inc., National Representatives

HIGH SPOT CITIES

(Continued from page 147)

RETAIL SALES

(S.M. Forecast for October, 1949)

City	City	City	
		Index	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

New Mexico

★ Albuquerque ..	486.1	105.8	108.1	10.16
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New York

★ Albany	238.6	101.0	103.2	16.20
Binghamton ..	232.8	95.4	97.4	8.87
Buffalo	240.2	96.0	98.1	53.86
Elmira	243.2	94.6	96.6	5.86
★ Hempstead Township ...	324.7	99.2	101.3	34.42
Jamestown	207.4	90.8	92.7	3.90
New York	230.6	96.5	98.6	659.66
Niagara Falls ..	253.1	95.9	98.0	8.05
Rochester	224.9	93.5	95.5	34.25
Schenectady ..	252.1	97.1	99.2	10.11
Syracuse	224.3	91.4	93.4	21.31
★ Troy	230.7	101.2	103.4	7.06
Utica	221.5	93.0	95.0	8.97

North Carolina

Asheville	325.1	88.9	90.8	7.51
Charlotte	368.3	95.0	97.0	15.69
Durham	371.7	95.0	97.0	8.29
Greensboro	366.4	94.6	96.6	9.16
★ Raleigh	400.0	103.0	105.2	9.12
Salisbury	358.0	93.7	95.7	3.58
Wilmington ...	350.0	89.1	91.0	4.62
Winston-Salem .	349.6	97.8	99.9	9.16

North Dakota

Fargo	323.0	95.5	97.5	5.91
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Ohio

★ Akron	311.1	98.1	100.2	30.24
★ Canton	296.6	98.0	100.1	13.91
Cincinnati	254.9	92.2	94.2	52.62
Cleveland	293.3	97.6	99.7	110.45
★ Columbus	306.3	100.0	102.1	43.68
Dayton	277.8	88.2	90.1	26.50
Mansfield	256.5	90.4	92.3	4.95
Springfield	277.5	90.1	92.0	7.63
Toledo	271.2	94.0	96.0	31.96
Warren	303.1	97.0	99.1	5.88
Youngstown ...	271.3	96.1	98.2	19.40

RETAIL SALES

(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Oklahoma

★ Bartlesville	324.7	106.0	108.3	2.37
Muskogee	313.8	96.4	98.5	3.64
Oklahoma City	347.4	96.5	98.6	28.56
★ Tulsa	332.6	98.9	101.0	20.19

Oregon

Eugene	327.2	87.6	89.5	5.30
Portland	312.5	90.1	92.0	51.41
★ Salem	272.9	98.1	100.2	4.95

Pennsylvania

Allentown	260.0	91.4	93.4	11.31
Altoona	267.2	94.3	96.3	7.67
★ Bethlehem	277.3	98.5	100.6	5.38
Chester	334.3	97.3	99.4	7.89
Erie	276.9	93.4	95.4	11.99
★ Harrisburg	284.9	98.1	100.2	12.85
Johnstown	263.4	92.5	94.5	8.48
★ Lancaster	264.1	98.2	100.3	8.45
Norristown	284.2	97.0	99.1	4.32
Oil City	232.2	87.0	88.9	2.02
Philadelphia	273.5	96.1	98.2	187.82
★ Pittsburgh	256.2	98.9	101.0	77.43
Reading	259.3	97.4	99.5	12.73

RETAIL SALES

(S.M. Forecast for October, 1949)

City	City	City	
Index	Index	Nat'l	\$
1949	1949	1949	(Million)
vs.	vs.	vs.	October
1939	1948	1948	1949

Pennsylvania (cont.)

Scranton	228.4	93.0	95.0	11.51
Wilkes-Barre	252.4	93.2	95.2	9.39
York	265.3	94.8	96.8	7.11

Rhode Island

Providence	232.9	90.0	91.9	27.49
Woonsocket	222.0	87.5	89.4	3.84

South Carolina

★ Charleston	362.8	99.9	102.0	9.47
★ Columbia	346.5	100.5	102.7	10.29
Greenville	412.4	95.2	97.2	9.65
Spartanburg	398.2	96.4	98.5	6.65

South Dakota

★ Aberdeen	404.7	101.5	103.7	3.44
Sioux Falls	387.6	92.8	94.8	8.10

Your advertising messages

ring the bell

... in 9 out of 10 Norristown, Pa., homes.

Nothing can take the place of accurately edited local newspapers! No market anywhere, in any State, is more comfortably fixed for industrial wealth . . . high per capita buying power and . . . a substantial bank reserve of eager spending money.

19,330 A. B. C. Circulation
53,429 City Zone — 129,309 Trading Area

Times Herald
NORRISTOWN, Pa.

Represented by The Julius Mathews Special Agency, Inc.

WHAT DOES ALLENTOWN
SEE IN BETHLEHEM?

The answer is all sorts of things—because these two cities are only divided by an imaginary line in the middle of a street. No canyons, rivers, or canals separate them.

Small wonder that Allentown retailers see a whale of a lot of prospects in Bethlehem . . . and run over 2 million lines yearly in the Bethlehem Globe-Times to sell the prosperous Bethlehem part of this market. Remember: only the Bethlehem Globe-Times covers Bethlehem, Pa., Rolland L. Adams, publisher. Represented nationally by De Lisser, Inc.

DANGER!

YOU can't be too careful about including Woonsocket in your sales plans. The prosperous people of this spending city buy 7.5% more food, 15.6% more drugs per family than the rest of Rhode Island. (Source: S.M. Survey of Buying Power, '49) Reach 99.7% of this rich market through the—

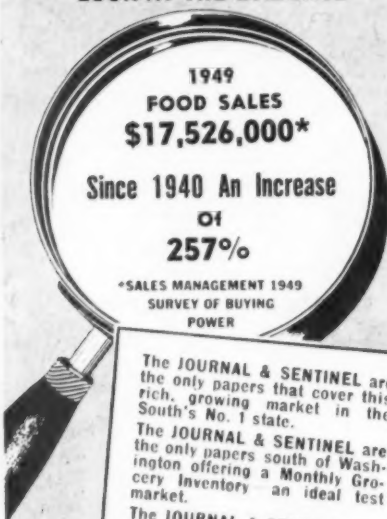
WOONSOCKET



Serving
Rhode
Island's
PLUS
Market

Representatives:
Gilman, Nicoll & Ruthman

**THERE'S CONCENTRATED
BUYING POWER IN
WINSTON-SALEM
LOOK AT THE EVIDENCE**



The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers south of Washington offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers that completely blanket an important, 8-county segment of North Carolina.

YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

**WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL**
MORNING SUNDAY EVENING
National Representative: KELLY-SMITH COMPANY



BEAUMONT, TEXAS

*A preferred "high-spot" city
for 56 consecutive months!*

As an aid in planning sales and advertising in the great South-west you'll want to see the newly revised map outlining and analyzing

**"20 MARKETS IN
TEXAS & LOUISIANA"**

For a copy write us—or "ask the Branham man".

National Advertising Department
ENTERPRISE & JOURNAL
Beaumont, Texas



**HIGH
SPOT CITIES**

(Continued from page 149)

RETAIL SALES

(S.M. Forecast for October, 1949)

		City		Nat'l	\$
Index	Index	Index	Index		
1949	1949	1949	1949		(Million)
vs.	vs.	vs.	vs.	October	
1939	1948	1948	1949		

Tennessee

Chattanooga ..	299.4	91.3	93.3	15.00
Knoxville	351.9	93.1	95.1	16.61
Memphis	324.8	91.5	93.5	39.43
Nashville	322.9	95.7	97.8	23.25

Texas

Amarillo	362.3	96.7	98.8	8.55
★ Austin	377.1	103.7	105.9	13.50
★ Beaumont	380.4	101.9	104.1	10.31
★ Corpus Christi ..	324.5	99.5	101.6	9.28
Dallas	404.1	96.9	99.0	62.60
★ El Paso	366.6	100.2	102.3	12.83
★ Fort Worth ...	415.5	99.1	101.2	34.61
Galveston	344.1	97.4	99.5	7.64
★ Houston	415.1	100.6	102.8	72.14
Lubbock	321.7	87.2	89.1	6.08
San Antonio ..	343.2	94.2	96.2	31.68
★ Waco	346.6	100.0	102.1	7.66
★ Wichita Falls ..	349.0	101.6	103.8	7.33

Utah

Ogden	356.0	90.5	92.4	6.23
★ Salt Lake City	338.6	98.7	100.8	22.99

Vermont

Burlington	258.9	91.2	93.2	3.91
Rutland	400.0	95.7	97.8	4.12

Virginia

Lynchburg	246.6	88.3	90.2	4.71
Newport News ..	340.8	94.6	96.6	5.76
Norfolk	325.8	93.0	95.0	18.57
★ Portsmouth ...	387.2	99.1	101.2	5.73
Richmond	338.6	96.6	98.7	32.84
★ Roanoke	346.6	101.0	103.2	11.23

Washington

Seattle	366.6	93.8	95.8	68.48
Spokane	310.9	89.3	91.2	18.28
Tacoma	348.2	91.3	93.3	17.20
Yakima	355.4	93.9	95.9	7.25

West Virginia

Charleston	296.4	96.9	99.0	11.62
Huntington ...	279.3	95.5	97.5	7.82
★ Wheeling	283.9	98.3	100.4	8.12

Wisconsin

★ Appleton	318.2	99.4	101.5	4.55
Green Bay	318.1	94.4	96.4	7.54
Madison	295.7	92.5	94.5	11.74
★ Milwaukee	342.8	98.1	100.2	88.58
★ Racine	341.9	103.2	105.4	8.24
Sheboygan	290.2	92.3	94.3	4.73
Superior ...	303.8	97.3	99.4	4.01

Wyoming

★ Casper	379.8	102.8	105.0	3.95
★ Cheyenne	359.7	100.1	102.2	4.46

SALES MANAGEMENT OCT

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EXPERIENCED SALESMAN

with college education and engineering background available to introduce highly technical specialty, a process, method, machine, apparatus, or instrument that must be sold.

Box 6795, Los Angeles 22, Calif.

ADVERTISING AND SALES PROMOTION MANAGER

Man experienced in developing advertising and sales promotion campaigns for retailers also publishing monthly house organ, wanted by prominent long established wholesaler of consumer hard goods in Boston who believes strongly in sales promotion to the consumer through his franchised retailers. Only man with broad knowledge of consumer goods distribution need apply. Give full details in confidence. Box #2637, Sales Management, 386 4th Ave., N.Y.C.

10 EXCLUSIVE FEATURES

Sig-Na-Lok

VISIBLE RECORD SYSTEMS



No. 2 PERFECT LAYBACK

WASSELL ORGANIZATION, Inc.
Dept. 1 • Westport, • Conn.

THE SALES MANAGER YOU SEEK

Accustomed to handling all sales, service and advertising functions of \$3,000,000 nationally-distributed annual net volume. Mature executive. Aggressive. Sound background of 20 years top-flight large corporation experience in sales, sales promotion and management. Age 46. West Point graduate. Well recommended. Willing to travel. Will relocate. \$10,000-\$12,000 plus incentive. Available on 30-day notice. Box 2620, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGER

38 years old, top producer, now employed as regional sales manager by leading specialty manufacturer seeks opportunity to assist Sales Manager or President of stable firm wishing to build strong national sales organization. Record shows 14 years of continuous, aggressive sales success in buyers' markets only. Substantial salary plus incentive required. For resume, photo and interview write Box 2599, Sales Management, 386 4th Ave., New York City.

SALES EXECUTIVE

Top management 7 years

With thorough background in sales promotion and marketing national food products, organizing and training sales personnel, desires connection with reliable company in sales or sales promotion capacity. Complete information pertaining to qualifications, remuneration required etc., discussed confidentially at your convenience—address Box #2636 Sales Management, 386 4th Ave., New York, N. Y.

SELECTED MANPOWER

To secure qualified representation in
Birmingham-Alabama-Southeast
Communicate with
EXECUTIVE PERSONNEL
916 Watts Building
BIRMINGHAM 3, ALABAMA

COMMENT

BUSINESS NOTES FROM THE COCKTAIL CIRCUIT

Our editor who covers most of the plush merchandising debuts around that area in New York City bounded by "21," the Stork Club and the Waldorf-Astoria, dropped a remark at the elevator the other evening which we believe puts the finger on the reason behind the business upturn this fall.

Looking at his watch, our editor declared, "I'm off to the press conference of the XYZ Company. They've called it for 5 o'clock. You know, things are different these days. A couple of years ago a party like this would have been called for 3 o'clock. Last year, now that I think of it, more of these cocktail conferences came around 4 o'clock. And now they're making them after business hours. Smart boys!"

Merchandising people are working harder. You've noticed it, too, whether you are in San Francisco, Seattle, Boston or Atlanta. The pay-off is evident in plant workers who have been recalled to their jobs, and in the greater feeling of optimism that seemed to come over the country the day after Labor Day.

WILL THE BRITISH ASK FOR THE ORDER?

America, which has given so generously of its men and its money, is faced with the need to lay bare its sales-producing ideas to its erstwhile competitor, Great Britain.

It appears that the only solution to the British dollar shortage is for America to help the British sell more goods in the United States. For an outline of the problem, we'd like to call your attention to the article on page 108 of this issue.

Jerry Shoenfeld writes: "Businessmen in little mid-western towns, completely off beat for the present importers, will be set up as exclusive agents for British products. Newspapers, utterly insular except for the invasion of their front pages by the wire services, will be getting British advertising. For the British, these prospects mean an upheaval in habits more violent, perhaps, and more revolutionary than Socialism."

All of this means some revolutions for Americans, too. In developing broader markets in the United States, the British will have to learn what American manufacturers are well aware of, that markets differ from area-to-area and region-to-region. Americans will be called upon to help the British find the best markets for their goods. They will have to show them how to use advertising and other sales tools. Ideas will have to be specific.

The British government, which controls exports, recognizes that it is not enough merely to earmark British goods for export to the United States. It will be necessary to promote aggressively those goods. Accordingly, dollars will be made available to British firms to hire American market researchers, to engage American advertising

agencies, and to establish American dealer organizations. All of this, of course, is to be in addition to space and time advertising.

Hiring technical market advice is all to the good . . . but Americans can extend a helping hand in another way. They can share their marketing know-how with the British in the same way they share it at home. The rise of business publications, such as SALES MANAGEMENT in its field and others in their fields, built on the idea of publicizing the best workable ideas, is evidence that Americans willingly share their know-how. This sharing has knit our country together and has made us competitive on a world-wide scale. Now it is the Enterprise System versus Communism. Won't sharing sales know-how with other nations help make us more secure in our own way of life?

ITS REAL NAME IS "BRIBERY"

It's apparent from SALES MANAGEMENT's recent interviews with a group of presidents and sales managers (see page 43) that many management men recognize lavish entertainment of buyers and expensive gifts to buyers, as both bad taste and bad business.

Expense accounts took a terrific beating on these scores during the war. Over-spending on entertainment was flagrant. Management attitudes toward such expenditures during the war years were generally careless because management was preoccupied with the grave problems of production for war and couldn't take the time to set up and enforce reasonable controls over the sales force, the expeditors, and the field men who were seeking business. We've now had four years in which to sober up and reflect on the value of \$10 dinners, cases of Scotch, and gold-plated baubles as "political" instruments for wooing buyers.

As several of the executives interviewed pointed out, business built on bribery is business built on sand. It seldom sticks, because it isn't soundly based on merchandise that gives satisfaction because of the values built into it.

Courageous management that wants to clean house on policy covering "social" expenditures can tackle the problem on two fronts: It can be sure there is defined policy, that all salespeople understand it, and that it is enforced. And it can look into its own purchasing department to see whether its own buyers are behaving according to the best standards of business ethics. A policy that is sound for the sales department must also be sound for the purchasing division.

We particularly stress the need for policy definition because the matter of what's reasonable and desirable for entertainment so easily gets out of hand. It can be the source of unpleasant bickering on the clearance of expense accounts. It can be the source of unnecessary waste in sales expense. And, far worse, a free hand on entertainment inevitably encourages the salesmen to substitute entertainment for the serious type of professional salesmanship that sells goods on the basis of value and keeps it sold on the basis of thoughtful service.



It's a bloomin' miracle—from California!

ANOTHER AMERICAN AIRFREIGHT SHORT STORY

This year many a flower that first blooms in the sunny soil of California goes courting next day in far off Eastern markets, thanks to Airfreight. For California flower growers soon found that their budding venture into Airfreight distribution blossomed forth into a rich bouquet of profits. In eight short years Airfreight has helped expand California flower shipments to the East from \$2,000,000 to \$20,000,000 annually.

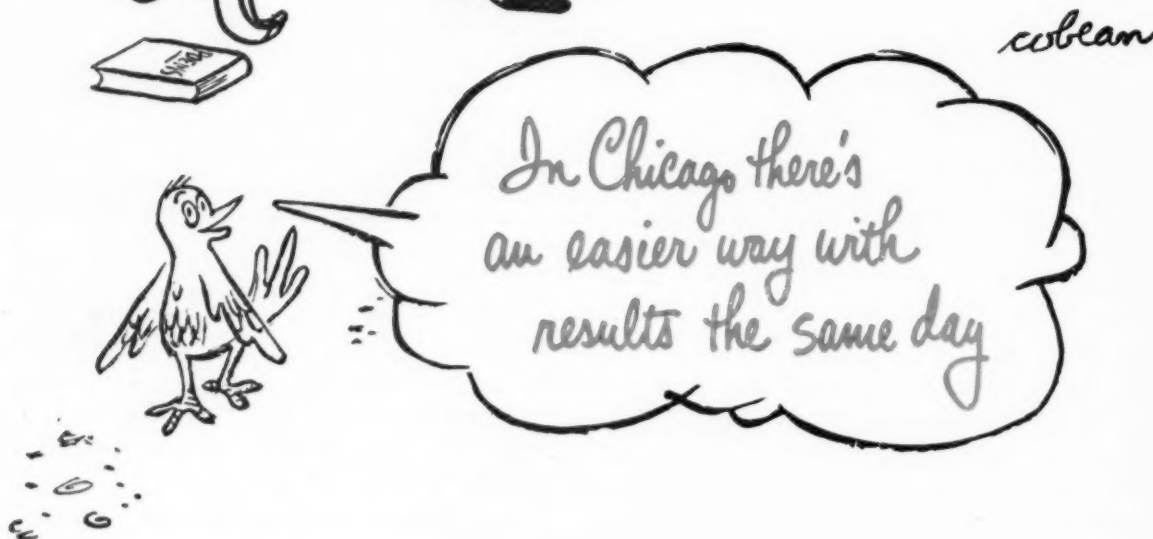
Here is another striking example of how Airfreight serves American business by making possible certain advantages that any business man can understand.

California flower growers are not only enjoying *distribution* that would be difficult to attain by other means of delivery, but also faster *turnover* and elimination of *spoilage*.

As a supplier or a customer have you ever stopped to consider how you, too, might profit from using this modern means of distribution, as *versatile* as it is *valuable*. Remember as the distance increases, so do the benefits of Airfreight to both the shipper and the consignee. For free literature, write today to American Airlines, Inc., Cargo Division, 100 East 42nd Street, New York 17, N. Y.



AMERICAN AIRLINES *Airfreight*



Use the Chicago Tribune and see for yourself
 why general grocery advertisers allot
 more of their promotion money to the Tribune than to
any two other Chicago papers combined!

to reach Chicago women do as retailers do... use the Chicago Tribune.

